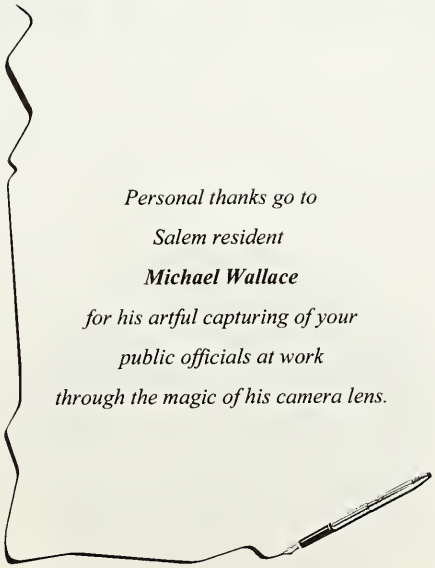
# 1998 Annual Report




TOWN of SALEM

NEW HAMPSHIRE



*Personal thanks go to*

*Salem resident*

***Michael Wallace***

*for his artful capturing of your*

*public officials at work*

*through the magic of his camera lens.*

*Cover Illustration:*

*1998 saw the adoption of the first Charter of the Town of Salem, which modifies the open town meeting form of government by specifying certain matters that the voters decide on the official ballot of election day. The full text of the Charter is printed on the cover of this report and beginning on page i.*

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# TOWN of SALEM

## NEW HAMPSHIRE




## Town Report
## 1998

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# CHARTER OF THE TOWN OF SALEM

**I. Purpose.** This charter defines the requirements for including an official ballot session in the town meeting under provisions of RSA 49-D:3, 11-a, and defines the form of government for the Town of Salem.

**II. Form of Government.** The Town of Salem shall have a town meeting form of government with a board of selectmen, with the additional provision that there shall be both official ballot and open sessions of the town meeting. All statutory provisions applicable to towns with town meeting and board of selectmen shall apply to Salem, except as described herein. Optional provisions of the town meeting form of government that are permitted by statute and that have been adopted by the town meeting shall continue to apply unless rescinded by a town meeting.

**III. Town meeting sessions and dates.** The annual town meeting shall consist of three sessions; a first open session, an election and official ballot session, and a final open session.

The first open session of the annual town meeting shall be held between the first and second Saturdays, inclusive, after the last Monday in January. The first session shall have the authority to debate and, amend only those articles listed under IV, subparagraphs b, c, d, and e, which shall be placed on the official ballot, except that wording prescribed by statute shall not be subject to amendment. Motions to restrict reconsideration at the first session shall prohibit further action on restricted articles until the official ballot session. All articles submitted to the first session shall be placed on the official ballot. Any official ballot article that the first open session has not acted upon before the second Monday in February shall be placed on the ballot in its original form.

The election and official ballot session shall be held on the second Tuesday in March. Voting at the election and official ballot session shall conform to the procedures of general law for town elections, including all requirements pertaining to absentee voting, polling place, and polling hours.

The final open session shall commence on the first Saturday after the second Tuesday in March. The open session may consider any article not required to be acted on by the official ballot session, including, without limitation, articles to appropriate funds for any identified purpose, and petition warrant articles that Section IV does not require to be on the official ballot. The open session shall adopt an operating budget if it was not adopted by the official ballot session. The open session may not reconsider any other actions of the official ballot session.

**IV. Official ballot.** The following items shall be included on the official ballot:

a Elections.
b. The annual operating budget.
c. Bond articles and issuance of debt pursuant to RSA 33.
d. Questions on the adoption, or rescinding the adoption of provisions of general laws that are optional for towns.
e. Factfinders' reports and cost items of collective bargaining agreements.
f. Zoning articles, charter amendments, and other subjects required by general law to be placed on the official ballots for towns; procedures and schedules for which shall not be affected by this charter.

"Operating budget" as used in this charter means "budget," as defined in RSA 32:3, III, exclusive of special warrant articles," as defined in RSA 32:3, VI, and exclusive of separate warrant articles.

**V. Dates for meetings, submittal of articles, and public hearings.** The board of selectmen shall set the dates and times for all town meeting sessions within the times prescribed by general law and this charter.

For the budget, bond articles, issuance of debt, and other articles required to be on the official ballot, and that are to be considered by the first open session, as provided by Article IV b, c, d, and e of this charter, the general law requirements for public hearings and posting notice thereof shall apply, and dates shall be calculated from the date set for the first open session of the town meeting.

For zoning articles, charter amendments, and other

subjects required by general law to be placed on the official ballot, the general law requirements for public hearings and posting notice thereof shall apply, and dates shall be calculated from the second Tuesday in March.

Submission of and hearings on articles to be considered at the final open session, for zoning and other articles to be considered only by official ballot, and conduct of the open sessions of the town meeting and of the town elections shall be in accordance with general law as it applies to town meetings commencing on the second Tuesday in March.

The warrant for the first open session of the town meeting, shall be prepared and posted in accordance with notice and other requirements for a meeting to be held on the date specified. The warrant shall provide notice of the official ballot items to be considered by the first open session, and notice of the dates and general subject matter for the official ballot session and the final open session.

A single warrant shall be prepared and posted for the election/official ballot session and the final open session, to include the provision for elections, the articles which are prescribed by statute to be on the official ballot, the articles for the official ballot in the final form determined by the first session,' and the articles to be considered at the open session following the official ballot session.

**VI. Finalization process for the annual budget.** A provisional article for the annual budget shall be placed on the warrant for the final open town meeting session, to be acted on only if the operating budget is not adopted by the official ballot session. If the official ballot session fails to adopt an annual operating budget, then the open session shall adopt an annual budget before the session is adjourned.

**VII. Procedures for transfer of funds.** The provisions of general law relative to procedures for transfer of funds among various departments, funds, accounts, and agencies shall apply to the Town of Salem, regardless of whether appropriations were made by official ballot or at the open session of the town meeting.

**VIII. Special meetings.** The official ballot procedure shall apply to special meetings when this charter requires the articles to be acted on by official ballot. The warrant for any special meeting shall prescribe the date, place, and hour for the meeting. If an official ballot is required, the warrant shall prescribe the date, place, and hour for both sessions. The second session shall be warned for a date not fewer than 28 days nor more than 60 days following the first session. Not more than one special meeting to raise and appropriate money for the same question or issue shall be held in any fiscal year. The general law provisions for calling special meetings shall apply.

**IX. Amendments to the Charter.** This charter may be amended as provided by general law.

**X. Date effective.** This charter shall be effective upon adjournment of the final open session of the meeting at which it is adopted.

Submitted by the Charter Commission; December 16, 1997.

Approved by vote of the Town Meeting, March 10, 1998.

# T O W N O F F I C I A L S

**ELECTED OFFICIALS** **TERM EXPIRES**
*All terms expire in the month of March*

**Selectmen** - Three Year terms
- Robert L. Ellis, *Chair* 2000
- Charles W. Morse, *Vice-Chair* 2000
- Everett P. McBride, Jr., *Secretary* 1999
- Robert J. Campbell 1999
- Thomas D. Eden 2001

**Town Clerk** - Three Year Term
- Barbara Lessard 1999

**Tax Collector** - Three Year Term
- Cheryl-Ann Bolouk 1999

**Treasurer** - Three Year Term
- John Sytek 1999

**Moderator** - Two Year Term
- Laurence Belair 2000

**Library Trustees** - Three Year Terms
- Richard Cooney, *Chair* 1999
- Rosemarie Hartnett 2000
- Martha Breen 2001

Library Director (Appointed by Trustees)
Eleanor Strang

**Supervisors of the Check List** - Six Year Terms
- Janice Habib 2002
- Sheila Murray 2004
- Joan Sabatini 2000

**Budget Committee** - Three Year Terms
- Earl Merrow, *Chair* 1999
- Stephen Campbell 2000
- Joseph Comforti 2000
- Robert Johnson 2001
- Robert Mayer 1999
- Brenda Sack 2001
- Pam Berry, *School Board Rep.*
- Everett P. McBride, Jr, *Selectmen Rep.*

**ELECTED OFFICIALS** **TERM EXPIRES**
*All terms expire in the November 2000*

**Trustees of the Trust Funds** - Three Year Terms
- Harley Featherston, *Chair* 2001
- Michael Garafalo 1999
- Terrence Gerlich 2000

**NH State Representatives** (Distriet 26) - two year terms
- Ronald Belanger
- Richard Cooney
- Janeen Dalrymple
- Michael Downing
- Charles Morse *(District 28)*
- Richard Noyes
- Anne Priestley
- Bernard Raynowska
- Nancy Stickney
- Donna Sytek

**State Senate**
- Arthur Klemm *(District 22)*

**APPOINTED OFFICIALS** **TERM EXPIRES**
*(Appointed by Board of Selectmen)*

**Conservation Commission** - Three Year Terms
*All terms expire in the month of April*
- Theodore W. Hatem, *Chair* 1999
- George P. Jones, III 2001
- Earl Merrow 1999
- Thomas Campbell 2000
- William Schultz 2001
- William Valentine 2000
- David George *Alternate* 2000
- Sandra Roulston, *Alternate* 1999
- Thomas Eden, *Selectmen Rep.*
- Ross Moldoff, *Planning Director, Staff Rep.*

**Council on Aging** - Three Year Terms
*All terms expire in the month of April*
- Karen Bryant, *Chair* 2001
- Robert Castricone 2001
- Delbert Downing 2000

**APPOINTED OFFICIALS TERM EXPIRES**
*(Appointed by Board of Selectmen)*

**Council on Aging (continued)**

| | |
|---|---|
| Pat Keegan | 1999 |
| Glen Lavallee | 2000 |
| Victor Mailloux | 2001 |
| Ann St. Hilaire | 1999 |
| Charles Morse, *Selectmen Rep.* | |
| Sally Sweet, *Elder Svs. Coordinator, Staff Rep.* | |

**Fair Hearing Committee,** Three Year Terms
*All terms expire in the month of September*

| | |
|---|---|
| Martha Breen | 2000 |
| Janet Cheeseman | 2000 |
| Ethel Fairweather | 2000 |
| Robert Loranger, *Administrator, Staff Rep.* | |

**Historic District Commission** - Three Year Terms
*All terms expire in the month of April*

| | |
|---|---|
| Edith Desrosiers | 2000 |
| Martha Breen | 2000 |
| Beverly Glynn | 1999 |
| Carol McShane | 2000 |
| Donna Smith | 2001 |
| Thomas Eden, *Selectmen Rep.* | |

**Housing Authority** - Five Year Terms
*All terms expire in the month of April*

| | |
|---|---|
| Susan Desmet, *Chair* | 2001 |
| Delbert Downing | 2000 |
| James Galluzzo, Jr. | 2003 |
| Patricia Keegan | 2002 |
| Mary Frances Renner | 1999 |
| Diane Kierstead, *Executive Director* | |
| Robert Campbell, *Selectmen Rep.* | |

**Museum Committee** - Three Year Terms
*All terms expire in the month of April*

| | |
|---|---|
| Louise Ackerman, *Historical Soc. Rep.* | 2001 |
| Jeff Barraclough, *Historical Soc. Rep.* | 2000 |
| Beverly Glynn, *Historic District Rep* | 1999 |
| Ernest Mack, *Historical Soc. Rep.* | 1999 |
| Carol McShane, *Historic District Rep.* | 2001 |
| Donna Smith, *Historic District Rep.* | 2001 |
| Thomas Eden, *Selectmen Rep.* | |

**Planning Board** - Three Year Terms
*All terms expire in the month of November*

| | |
|---|---|
| James Keller, *Chair* | 2000 |
| David Bridge | 1999 |

**APPOINTED OFFICIALS TERM EXPIRES**
*(Appointed by Board of Selectmen)*

**Planning Board (continued)**

| | |
|---|---|
| Frank DeCesare | 1999 |
| Richard Gregory | 2001 |
| Stephen MacDonald | 2000 |
| Keith Wolters | 2001 |
| Francis Patrick, *Alternate* | 2001 |
| Phyllis O'Grady, *Alternate* | 2000 |
| Maria Hamilton, *Alternate* | 1999 |
| Robert Ellis, *Selectmen Rep.* | |
| Ross Moldoff, *Planning Director, Staff Rep.* | |

**Recreation Advisory Committee** - Three Year Terms
*All terms expire in the month of November*

| | |
|---|---|
| John Loftus, *Chair* | 1999 |
| Gardner Chase | 1999 |
| Sean Coyle | 2001 |
| Francis Gugliotta | 2001 |
| Stephen Kniaz | 2000 |
| Joel Varnick | 2000 |
| Glen Orso, *Alternate* | 2000 |
| Richard Russell, *Alternate* | 2001 |
| Stephen MacDonald, *Alternate* | 2001 |
| Philip Smith, Sr., *School Board Rep.* | |
| Charles Morse, *Selectmen Rep.* | |
| Julie Kamal, *Recreation Coordinator, Staff Rep.* | |

**Zoning Board of Adjustment** - Three Year Terms
*All terms expire in the month of April*

| | |
|---|---|
| Edward Huminick, *Chair* | 2000 |
| John Doyle | 1999 |
| Gerald Forcier | 2001 |
| Joseph Scionti | 2001 |
| Edward Suffern | 2000 |
| Catherine E. Barrett, *Alternate* | 1999 |
| Glen Lavallee, *Alternate* | 2000 |
| Curtis Davis, *Alternate* | 2000 |
| Edgardo (JoJo) Umali, *Alternate* | 1999 |
| Gary Azarian, *Alternate* | 2001 |
| Sam Zannini, *Chief Building Official, Staff Rep.* | |

**SALEM DISTRICT COURT**

John A. Korbey, *Justice*
Urville J. Beaumont, *Special Justice*
Michael E. Jones, *Special Justice*
David S. Wajda, *Clerk of Court*
Margaret Daszuta, *Deputy Clerk*

## TOWN DEPARTMENTS AND STAFF

**Town Manager**
Stephen J. Daly, *Town Manager*
Maureen Witley

**Assessing Department**
Normand Pelletier, *Chief Assessor*
Catherine Arsenault, *Deputy Assessor*
Joyce Desrosiers
Gail Watts

**Community Development Department**
James Turse, Community Development Director

**Capital Projects**
George Sealy, *Capital Projects Manager*

**Building**
Samuel Zannini, *Chief Building Official*
Ken Sherwood
Warren Winter
Lydia Fortier

**Engineering**
James Brown, *Senior Engineer*
Joseph Chamberlain
Carol Maldonado

**Health**
Suzanne Doucette, *Health Officer*

**Planning**
Ross A. Moldoff, *Planning Director*
Rosemarie Hartnett

**Elder Services**
Sally Sweet, Elder Services Coordinator
Daniel Pacheco
Lois Kurgan

**Finance Department**
Frances Bernard, *Finance Director*
Linda Casey, *Account & Budget Manager*
Marilyn Pearson, *Purchasing Coordinator*
Patricia Gaddis
Susan Galvin
Jean Mayo
Barbara Riley
Rena Webster

## TOWN DEPARTMENTS AND STAFF

**Fire Department**
John R. Nadeau, *Fire Chief, Emer. Mgmt. Dir.*
Arthur Barnes, *Assistant Fire Chief*
Kevin Breen, *Deputy Fire Chief*
James Stone, *Deputy Fire Chief*
Robin Beshara

**Human Resources Department**
Mary Donovan, *Human Resources Manager*
Donna Pratt

**Human Services Department**
Robert Loranger, *Welfare Administrator*
Maureen Sullivan

**Information Services Department**
John Bernard, *Information Services Manager*
Karen Landry
Zheng Zhou

**Police Department**
Stephen Mac Kinnon, *Chief of Police*
John Boudreau, *Captain*
Alan Gould, *Captain*
Donna Ward

**Public Works Department**
Rodney Bartlett, *Acting Public Works Director*
Alice LaValley

**Recreation Department**
Julie Kamal, *Recreation Coordinator*
Jeanine Bannon

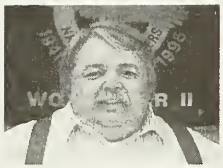
**Tax Collector**
Cheryl-Ann Bolouk, *Tax Collector*

**Town Clerk**
Barbara Lessard, *Town Clerk*

**Collections**
Mary Ann Bell
Patricia Carter, *Deputy Tax Collector*
Jacqueline Delaney
Mary Fawcett, *Deputy Town Clerk*
Betty Oldeman
Toni Sullivan

# TOWN BOARDS, COMMITTEES AND COMMISSIONS

## BOARD OF SELECTMEN



*Robert L. Ellis, Chair*



*Charles W. Morse*



*Everett P. McBride, Jr.*



*Robert J. Campbell*



*Thomas D. Eden*

1998 has proven to be another exceptional year for the Town of Salem.

There were a few issues that brought together the public. Among these issues was the expansion of retail business on North Broadway and the debate over an attempt to remove the Budget Committee. In addition to man-made issues, we also had a natural one when Salem was hit with the second 100-year rain storm in 2 years.

Salem continued on its path of being a great community in which to live with the construction of a skating rink, as well as new retail businesses in new locations and new retail businesses replacing old, all of which make contribution to our tax base that helps keep Salem's tax rate among the lowest (not the lowest) in the state.

Support for our new skating rink sky rocketed when our own Katie King received the gold medal as a member of the U.S. Olympic Womens' Hockey Team at the Nagano Winter Olympics.

We also saw long-time residents and community contributors Larry Belair and David Tilton recognized for their community support and contributions. Larry was recognized as businessperson of the year by the Greater Salem Chamber of Commerce and David was awarded the John Ganley community service award.

> *"Salem is and will continue to be a great community in which to live..."*
>
> *Selectmen Chair Bob Ellis*

Salem is and will continue to be a great community in which to live and 1999 will be another banner year.

With the involvement and efforts by all the participants and volunteers on the various projects, boards and committees, Salem will continue to be out in front and moving ahead.

The entire town thanks you all for helping make Salem the fine community it is today.

Robert L. Ellis
Chair

# BUDGET COMMITTEE



*Earl Merrow, Chair*



*Stephen Campbell*



*Joseph Comforti*



*Robert Johnson*



*Robert Johnson*



*Brenda Sack*



*Pamela Berry, School Board Rep.*



*Everett P. McBride, Jr. Selectmen Rep.*

The Municipal Budget Committee (MBC) has had a very busy and interesting year in 1998. It survived the third attempt to eliminate it and questioned and debated expenditures for which there was no appropriation. The MBC also appointed a new member to fill a vacancy for the first time since State RSA 32 was recodified by the State legislature in 1996 and defended itself in a lawsuit.

With all of the above, the MBC worked to try and maintain the delicate balance needed to maintain a reasonable tax rate and to provide the Town and School District with the tools and the means to maintain the level of services required to efficiently run the community.

With the joint efforts of the Board of Selectmen, Town Manager, Superintendent of Schools, the School Board and the MBC, the tax rate was $51.55 per thousand dollars of valuation --- an increase of $1.59 per thousand dollars in 1998.

The MBC is dealing with an unusually full plate of requests this in addition to the normal operating expenses to run the Town and School District for 1999. These items could have a major impact on the tax rate.

The requests include the funding for the Canobie II sewer project which was not recommended by the MBC because they believe a town-wide plan would better serve the community and be less costly over the long term. Some of the other requests are: kindergarten which will add more than $2.35 per thousand to the tax rate, a $2 million request for an expansion of the library at Salem High School, the annual road repair/reconstruction program and a host of other items.

*"Each member brings to the Committee his or her own unique contribution and we hope that produces a group that looks at the needs of the community and the ability of all of its citizens to pay and tries to present a budget that is fair to everyone ....."*

*Budget Committee Chair Earl Merrow*

The MBC, as all boards do, takes its responsibilities seriously. Each member brings to the Committee his or her own unique contribution and we hope that produces a group that looks at the needs of the community and the ability of all of its citizens to pay and tries to present a budget that is fair to everyone -- - regardless of their income level.

We hope to see everyone at the School District and Town meetings and ask that you take the time to vote on March 9th of this year.

Earl K. Merrow
Chair

# CONSERVATION COMMISSION



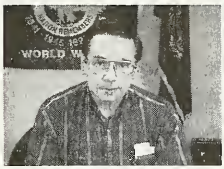
*Ted Hatem, Chair*



*Thomas Campbell*



*George P. Jones, III*



*Earl Merrow*



*Sandra Roulston*



*William Schultz*



*Thomas Eden*
*Selectmen Rep.*

*Not pictured: William Valentine, David George*

In 1998, the Conservation Commission met twelve times and reviewed 18 applications for State wetland impact permits, down from 29 applications. Some of the more significant applications involved wetlands impacts for the Route 111/Route 28 road improvements, the new ice rink on Lowell Road, the extension of Stiles road, replacing a drainage culvert at the Target site on Cluff Road, and various subdivision roads, driveways and shoreline structures.

*"In 1999, the Conservation Commission will continue to work towards the preservation of our natural resources."*

*Conservation Commission Chair Ted Hatem*

The Commission oversaw completion of the Town Forest parking lot and pedestrian bridge on Route 111. This facility took many years to plan and permit but has already proven its value as an attraction for residents and visitors to enjoy the beautiful natural resources of our 200-acre Town Forest.

Other highlights of the Commission's accomplishments in 1998 include:

- trail maintenance in the Town Forest by Eagle Scout Christian Jeeves and by several Girl Scout troops.
- commenting on requests to purchase Town-owned land.
- monthly clean-ups of litter along Veterans Memorial Parkway.
- oversight of consultant hired to re-map prime wetlands along Interstate 93.
- coordination of Spicket River Clean-Up Subcommittee.

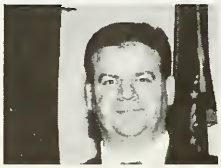
In 1999, the Conservation Commission will continue to work towards the preservation of our natural resources.

Theodore Hatem
Chair

# COUNCIL ON AGING



*Karen Bryant, Chair*



*Delbert Downing*



*Ethel Fairweather*



*Pat Keegan*



*Glen Lavallee*



*Victor Mailloux*



*Charles Morse, Selectmen Rep.*

*Not pictured: Robert Castricone, Ann St. Hilaire*

1998 presented new challenges for the Council on Aging. Karen Bryan served as Chair, Glen Lavallee Vice-Chair, Pat Keegan, Secretary, and Victor Mailloux, Treasurer.

With the help of the Salem Board of Selectmen and Planning Director Ross Moldoff, the Council hired architect Dennis Ingram of FD&M, Inc. and grant writer Sam Moranto. The feasibility study for a new Senior Center was completed and our grant application submitted. While our first attempt to receive grant funds failed, at this writing we are preparing to resubmit our grant on January 25, 1999.

*"In 1999 the Council of Aging looks forward to continuing its work with the senior population of our community."*

*Council on Aging Chair Karen Bryant*

The Council on Aging, under the direction of Elder Services Coordinator Sally Sweet and countless volunteers, ran a very successful Health fair in September servicing over 500 Salem seniors. On Thanksgiving, the Council, once again with the aid of many volunteers, had the opportunity to deliver dinners to the home bound.

In 1999 the Council of Aging looks forward to continuing its work with the senior population of our community. There will certainly by many more projects and challenges ahead.

Karen Bryant
Chair

# HOUSING AUTHORITY



*Susan Desmet, Chair*



*Pat Keegan*



*Delbert Downing*



*James Galluzzo, Jr.*



*Mary Frances Renner*



*Diane Kierstead, Executive Director*



*Robert Campbell Selectmen Rep.*

The Salem Housing Authority (SHA) operates the Public Housing Program in the community, which consists of three elderly housing complexes - Millville Arms, Telfer Circle, and Hilda Place. Through this program, the Authority assists 158 elderly and/or disabled households and maintains a 100% occupancy rate. The SHA continues to operate the Section 8 Housing Assistance Payments Program, which provides direct rental subsidy payments to private landlords on behalf of program participants. Participants pay 30% of adjusted income toward rent/utility costs. In 1998, the SHA made subsidy payments totaling $173,255.

The waiting lists for the Public Housing and Section 8 Programs are open, however, both lists are extensive. Though many households are eligible, lack of funding requires applicants to wait a substantial period of time before receiving the needed assistance. The SHA also maintains the waiting list for the Policy Brook Estates rental project, which was constructed under the Affordable Housing Ordinance (adopted by the Town in 1989). It should be noted that the Public Housing and Section 8 programs are federally subsidized through the U.S. Department of Housing and Urban Development (HUD), whereas the Affordable Housing Program is a local Town-established program.

*"We thank the Town of Salem for their ongoing support and look forward to working closely with the Town of Salem throughout the coming year."*

*BOARD OF COMMISSIONERS*

Other efforts to increase affordable housing in the community include the rental of two single-family homes to low-income households under a special lease agreement aimed at providing the families with the opportunity to accumulate savings in the hope of some day realizing the dream of home ownership. The Authority also currently manages a single-family home through a cooperative effort with the Salem School District (owner).

Each year, the SHA makes a Payment in Lieu of Taxes (PILOT) to the Town of Salem for the elderly housing complexes. In 1998, the annual payment totaled $31,582.80. The Grand Total of PILOT

payments to date totals $367,736.08, in addition to a Grand Total of water/sewer payments of $390,879.22.

Also in 1998, the SHA was awarded a perfect score (100%) for the sixth consecutive year through HUD's Public Housing Management Assessment Program, thereby once again designated a High Performer.

The SHA continues to seek out means of providing decent, safe, and affordable housing to low and moderate income families within the community. We are presently pursuing options for an Assisted Living project (housing targeted for frail elderly requiring some assistance with activities of daily living). We thank the Town of Salem for their ongoing support and look forward to working closely with the Town of Salem throughout the coming year.

BOARD OF COMMISSIONERS

Susan Desmet, Chair
Patricia Keegan, Vice-Chair

DIANE E. KIERSTEAD, PHM
Executive Director

# KELLEY LIBRARY BOARD OF TRUSTEES



*Richard Cooney, Chair*



*Rosemarie Hartnett*



*Martha Breen*

The Kelley Library Board of Trustees is the elected governing body of the Kelley Library. Its function is very similar to the Town of Salem Board of Selectmen. The trustees are Richard Cooney, Chair, Rosemarie Hartnett, and Martha Breen, who was elected in the March, 1998 town elections. 1998 saw the departure of Richard O'Shaughnessy who filled a vacancy created by the resignation of Carol Miller. Richard O'Shaughnessy has served the Kelley Library long and well and will be missed.

The mission of the Kelley Library is to serve all segments of the community of Salem as a multi-purpose public service institution meeting their library needs in the informational, educational, cultural, and recreational realms. The Board of Trustees is dedicated to meeting the objectives of the mission statement and to plan for future needs of the citizens of Salem.

1998 brought increased technology to the library. Two additional Internet computers were placed into service in the reference area and two CD-ROM computers were added to the children's room. The hardware and software in the public computers were upgraded and now provide state of the art electronic information management capabilities for the people of Salem. The traditional media of books, audio, and video were not neglected but received continuing support. The Library's collection of classical CDs is probably the best in the state due to the generous gift of the Marois family. However, progress has caused the demise of the 33 RPM collection. We are committed to maintaining the library as an up to date source for information for all the people of Salem.

During 1998, two pilot programs were made permanent by the vote of the Trustees. The Common Borrowing Program allows Salem residents to use their Kelley Library cards to check out materials at ten other New Hampshire libraries. The Business Library Card program provides a process where Salem businesses and organizations can acquire a library card for use by their staff.

Kelley Library now has an excellent Internet site where the electronic catalog can be searched from home. In addition, selected databases are accessible to library card holders by use of their card number. We hope and expect that the databases available in this manner will increase dramatically in the future, not only in Salem, but throughout New Hampshire. This information would then be available 24 hours a day, every day. You are invited to try out Kelley Library from home at www.salem.lib.nh.us.

*"We believe we have the best library in the state and we know that is the result of the work of the library staff and of the support of the Salem elected officials and of the taxpayers of the town."*

*Library Trustees*

The Board of Trustees, on behalf of the citizens of Salem, thank the Library Director, Eleanor Strang, and the entire library staff for their dedication, efficiency, and friendliness in serving the customers of the Kelley Library. We believe we have the best library in the state and we know that is the result of the work of the library staff and of the support of the Salem elected officials and of the taxpayers of the town.

Richard Cooney, Chair
Rosemarie Hartnett
Martha Breen

# KELLEY LIBRARY DIRECTOR'S REPORT



*Eleanor Strang*
*Library Director*

For the Kelley Library, 1998 was a year of celebration and of continuing progress. In May, the library celebrated a very important milestone: the issuance of the 13,500th barcoded library card. This number was significant because it represented half the population of Salem. What made that milestone particularly remarkable was that it was reached in only two years, for it was in the spring of 1996 that the first barcoded library card was issued. The recipient of the 13,500th library card was Kathy Cobleigh, who was congratulated at a special celebration on May 26, 1998. Also honored at that celebration were three people who have contributed greatly to the success of the library: Richard O'Shaughnessy, who served as a Library Trustee for fifteen years; Al Pica, who has volunteered at the library in a number of capacities over the years; and Hazel Ford, who has contributed generously to the library in memory of her uncle, Dr. Ernest Silver, who was the first director of the Salem Public Library.

*"I would like to thank the people of Salem for your ongoing support, and I would encourage you to let us know how we can improve our services for you."*

*Director Eleanor Strang*

1998 also saw a number of new services at the library. New Internet computers for the public were added in the Reference Department, a new public word processing workstation was established, and two new CD-ROM computers were acquired for the Children's Room. Other new services offered by the Children's Room staff included a new Story Hour structure featuring more sessions and separate story hours for two-year olds (with parents), three year olds, and four -to-six year olds. This structure was designed to better meet the developmental needs of young children and provide them with an age-appropriate introduction to reading and the library.

1998 also saw a continuation of work to improve the physical plant. The exterior wood and metal surfaces of the library were painted, the underground oil tank system was brought into full compliance with new regulations, an asbestos removal project was successfully completed, and an engineering survey was conducted to determine the condition of such systems as heating and air conditioning. During 1999, we plan to carry out the work recommended by the engineering survey, and also refurbish the interior of the building.

As we approach the new millennium, it is natural to reflect upon where we have been and where we are going. I believe that public libraries will change in the direction of providing more technology-based information services, while also continuing to provide traditional library services, including books. What will definitely not change is our commitment to providing service which is not only competent, but also friendly and welcoming.

In conclusion, I would like to thank the Library Trustees for their guidance and support, my assistant director, Jean Williams, for her hard work and dedication, and the library staff for carrying out the commitment to excellence in public service. Finally, I would like to thank the people of Salem for your ongoing support, and I would encourage you to let us know how we can improve our services for you.

Eleanor Strang
Director

## KELLEY LIBRARY TREASURER'S REPORT

| | |
|---|---|
| Balance of cash on hand January 1, 1998 | 33,273.25 |
| Income, 1998 | |
| Town of Salem | 994,512.70 |
| Library Fees | 11,058.50 |
| Materials of Trade (fines & payments for lost/damaged items) | 21,706.33 |
| Brock, Bailey, & Council of Fine Arts Trust Funds | 1,394.07 |
| Gifts | 6,399.55 |
| Interest | 851.28 |
| Total Income: | 1,035,922.43 |
| Total Available Funds, 1998 | 1,069,195.68 |
| Expenses, 1998 | |
| Personal Services | 742,215.77 |
| Fees & Charges | 11,039.32 |
| Materials of Trade | 125,352.83 |
| Supplies | 14,449.59 |
| Services & Charges | 122,102.93 |
| Equipment & Furniture | 15,199.53 |
| Memorial Books (E.V. Reed) | 134.44 |
| Classical Music CD's from Madeleine L. Marois Trust Fund | 1,120.61 |
| Total Expenses: | 1,031,615.02 |
| Balance of Cash on Hand, December 31, 1998 | 37,580.66 |
| Cash Balances, December 31, 1998 | |
| Cash on Hand | 889.48 |
| Checking Account | 19,383.73 |
| Certificate of Deposit | 10,968.58 |
| Madeleine L. Marois Trust Fund | 6,296.36 |
| Petty Cash (2 accounts) | 42.51 |
| | 37,580.66 |

Note: Activity in the Madeleine L. Marois Trust Fund (restricted to the purchase of recorded classical music) was as follows:

| | |
|---|---|
| Balance on January 1, 1998 | 7,271.25 |
| Interest, 1998 | 145.72 |
| Expenses, 1998 | 1,120.61 |
| Balance on December 31, 1998 | 6,296.36 |

## 1998 KELLEY LIBRARY STATISTICS

**"Dedicated to serving you"**

The Kelley Library offers not only the latest best-sellers but also current books on every subject; magazines and paperbacks; audio cassettes, video cassettes, compact discs, and CD-ROMs.

**As of December 31, 1998 the library offered**:

80,032 Books
18,713 Paperbacks
343 Current Magazine and Newspaper Subscriptions in hard-copy plus access to over 800 Subscriptions online
2,126 Compact Discs and CD-ROMs
1,803 Audio Cassettes
4,694 Video Cassettes
14,877 Barcoded Library Cards issued (since March, 1996)

**We also offer you:**

- A website on the Internet (www.salem.lib.nh.us) featuring access to our online catalog and to Searchbank, a database for magazine research.
- Free access at the library to the Internet and to CD-ROM products such as Phonedisc and American Business Disc.
- Ability to search the holdings of eight public and two academic libraries, in addition to the Kelley Library collection, through our Online Public Catalog terminals.
- Computerized checkout of library materials.
- Local and State Information.
- Business Library Cards for Salem businesses.
- Access to statewide inter-library loan.
- Ability to use your Kelley Library card directly at ten other NH libraries through the "Common Borrowing Program."
- Story hours for three separate groups of preschoolers: age 2 (Parent & Tot), age 3, and age 4-6.
- Family passes to seven museums.
- Wordprocessing workstation for public use.
- Photocopiers for public use.
- Print-enlarging machine for the sight-impaired.
- Quiet Study Room within the Reference Department.
- Meeting room facilities for Salem organizations.
- Community bulletin boards and display facilities.
- A comfortable, modern building in which to read, browse, or study, open 68 hours a week, 52 weeks a year.
- A staff of friendly, knowledgeable librarians ready to assist you.

| | |
|---|---|
| ADULT CIRCULATION: | |
| Books, Magazines, and Paperbacks | 108,203 |
| Compact Discs, CD-ROMs, and Audio Cassettes | 18,672 |
| Video Cassettes | 28,247 |
| Museum Passes | 738 |
| ADULT TOTAL: | 155,860 |
| CHILDREN'S CIRCULATION: | |
| Books, Magazines, and Paperbacks | 80,639 |
| Compact Discs and Audio Cassettes | 1,197 |
| Video Cassettes | 19,742 |
| CHILDREN'S TOTAL: | 101,578 |

| | |
|---|---|
| TOTAL CIRCULATION: | 257,438 |

OTHER ACTIVITIES AND SERVICES:

| | |
|---|---|
| 4,084 | Reserve Requests Processed |
| 2,248 | Inter-Library Loans Processed |
| 8,624 | Reference and Research Questions Answered |
| 11,929 | Overdue Notices and Bills Processed |
| 29,341 | Overdue Materials Processed |
| 1,770 | Adult Library Cards Issued |
| 404 | Children's Library Cards Issued |
| 183 | Story Hours |
| 2,878 | Story Hour Attendance |
| 35 | Field Trips and Other Programs |
| 1,609 | Field Trips and Other Programs Attendance |

MATERIALS PROCESSED:

| | |
|---|---|
| Books Cataloged and Processed | 3,900 |
| Paperbacks Processed | 3,541 |
| CD's, CD-ROMs, Audio and Video Cassettes Cataloged and Processed | 832 |
| Microfilm Reels Processed | 84 |
| Total Library Materials Processed | 8,357 |
| Total Library Materials Withdrawn (damaged, worn out, outdated) | 5,746 |

# HISTORIC MUSEUM COMMITTEE



*Louise Ackerman*



*Beverly Glynn*



*Ernest Mack*



*Carol McShane*



*Thomas Eden*
*Selectmen Rep.*

*Not pictured: Jeff Barraclough, Donna Smith*

People passing through Salem Center this year had to notice things were changing in the town's historic center. In preparation for the 250th anniversary celebration, the Common and the grounds near the Old Town Hall underwent major landscaping. New shrubs replaced overgrown ones, a 40-foot Christmas tree replaced one damaged by weather, an old canon was refurbished, and walkways were designed to link the three historic buildings. One flagpole replaced two rusty ones, and the American flag was joined by the NH state flag, donated to the Historical Society by House Speaker Donna Sytek. New signs identified the Salem Center Burying Ground, Alice Hall Memorial Library, and the Old Town Hall.

Work continued inside Alice Hall Memorial Library as asbestos flooring was removed and replaced with new vinyl squares. Salem High School vocational students will build shelves to hold many donated volumes of books. The Museum Committee is using photographs of the town's first library building to restore it as it was during Alice's tenure there.

The Salem Contractors Association members have volunteered their time to help repair and restore School House #5 which is on School Street. The project will be financed with money in a trust fund reserved especially for the old school house built in 1873. Money raised by Salem school children will be used for completing interior work.

*"The Museum is open to the public April through October. Mondays 2-5 p.m.....Local groups are invited to hold a meeting in the main room and take a museum tour."*

*Museum Committee Member*
*Carol McShane*

During the year the Museum was visited by people from Texas, Oklahoma, Arizona, Georgia, and Michigan. Groups of children from Salem's public and private schools enjoyed tours of their town's history, and Salem's older residents found themselves reliving the "good old days." There were a number of return visitors, many of whom remarked on changes to the exhibits. The Museum Committee continues to add to the

collection and to improve displays. A chandelier from the Rockingham Hotel was hung in the main room, and donated shoe shelves were utilized to display shoes and tools. Other donations included World War I uniforms and personal gear, a three-sided kaleidoscope, a 70-year-old augur, Salem 225/US Bicentennial commemorative medals, Civil War stamps, clothing and household articles.

The Museum Committee enjoys interacting with other groups in town. In 1998 the Salem Women's Club and the Lions Club each held a meeting in the main room and enjoyed a guided tour afterwards. In the spring the Museum held an open house in conjunction with the Salem Artists' Association show on the Common, a successful event for both groups. Another day, the Historical Society and Salem Garden Club hosted a yard sale. The Museum is fortunate to enjoy the support of the Historical Society. Kelley Library has also been supportive of our mission in many ways. Their display cases have housed many of our artifacts, therefore being exposed to more people. Also, a Museum volunteer was invited to a summer program for children, sharing artifacts with them. The final event of the year was an open house held during the Christmas tree lighting.

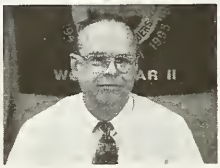
The Museum is open to the public April through October, Mondays 2-5 p.m. School classes and other groups may arrange for tours any time of the year by contacting the Curators. Local groups are invited to hold a meeting in the main room and take a museum tour.

Carol McShane
Secretary

# PLANNING BOARD



*Jim Keller, Chair*



*David Bridge*



*Richard Gregory*



*Keith Wolters*



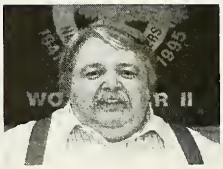
*Maria Hamilton*



*Phyllis O'Grady*



*Frank Patrick*



*Robert Ellis*
*Selectmen Rep.*

*Not pictured: Frank DeCesare, Stephen MacDonald*

It is my pleasure to report to you for the second year as the Chair of the Salem Planning Board.

Quickly the board sought to create a focused planning body that worked in harmony with town staff, the Board of Selectman, and other regional planning bodies. The 1998 planning year was highlighted by several new zoning changes that seek to provide Salem with much needed specific types of development in the newly created Seniors Overlay District and Town Center District. The town also adopted a new Communications Tower ordinance in preparation for the fast growing digital telephony marketplace.

Throughout the course of the year the Planning Board considered a variety of applications in the areas of Residential Subdivisions, Industrial expansion, business office expansion, and new facilities such as the Salem Ice Center.

1998 marked a year in which the Planning Board made a concerted effort to focus on the quality of development within the town which includes traffic flow improvement, architectural character and substance, and adherence to the town's site plan regulations and zoning ordinances.

Residential Growth

1998 marked the first year in which Salem reached the Building Permit limit of 113 permits within a single calendar year as defined in the 1997 Residential Growth ordinance. In addition to these previously approved subdivisions, the Planning Board considered six (6) subdivisions for a total of 68 new lots. This represents one half of the approvals granted in 1997 and a reduction of 70% of new lots approved when compared to the 230 approved in 1997. The completeness, timeliness, and accuracy of applications also improved as a result of much more stringent requirements put in place in January.

Non-Residential Planning & Development

The Planning Board, during the course of 1998, held a series of area-specific detail workshops so as to do

a much more focused and quality job in guiding the town staff and applicants in development. Specific work sessions were held to guide the future development of North Broadway, Salem Depot, Pelham Road widening, and the Stiles Road extension. During these detail oriented work sessions participants in addition to the Planning Board included town staff, local engineering organizations, as well as regional planning members.

By far the two most significant large-scale projects considered by the board in 1998 were the Salem ICECenter and Target. In both cases the Planning Board and town staff worked diligently to ensure that the nature of the developed projects assured quality 'Salem' architecture, improved traffic flow, and minimized the impact on surrounding abutters. I am pleased to report the board succeeded in elevating the standard by which larger development projects are architected and developed in Salem.

Infrastructure and Planning

The Planning Board continued to improve the quality of the Capital Planning process by further strengthening our resolve to focus on key areas of improvement without specific regard for cost. The board in conjunction with the CIP subcommittee continues to believe that the funding decisions are most appropriately managed by the Board of Selectman and that the Capital plan should identify key priority projects and capital acquisitions forward looking for five years. The plan, as adopted by the Planning Board, calls for a Tax Base study which will capture the true nature of Salem's tax revenues and contribution based upon the nature of the specific site use (e.g. Business Office, Industrial, Residential, etc.). Upon completion of this evaluation the Planning Board and other town officials will have a much improved view of which particular type of development contributes most significantly to the overall revenues and minimizes any need for future town investment in infrastructure and alike. This study then will feed an update of the Salem Master Plan by providing input into various sub-area plans.

The Planning Board also adopted recommendations by the CIP Subcommittee to review previous Traffic Impact studies conducted by various parties over the past ten years. This re-evaluation in conjunction with the aforementioned sub-area plans and a newly updated Sidewalk Master Plan will provide the framework for the development applicants, town staff, and the Planning Board to best assess the feasibility of proposed projects and provide the necessary impetus for adhering the sub-area plans as adopted.

Looking Forward

As the Planning Board begins its 1999 planning year, several major planning projects and initiatives that will be in the forefront of our planning activities. The board will continue to consider the Wal-Mart expansion application, various Assisted Living Facility plans, as well as future Affordable Housing applications. We thank both Ross Moldoff (Planning Director) and Jim Turse (Director of Community Development) for their dedication and effort in working with the Planning Board to continue to improve the quality of development and life within the town of Salem.

Lastly, a word of thank you to those members, with the support of their families, that served on the board in 1998. I appreciate their commitment and dedication in serving the citizens of Salem. A word a special thanks Arnold Croft whom is leaving the board after many years of service. Arnie was always a voice of reason and guidance and we thank him for expertise and dedication.

*".....a word of thank you to those members, with the support of their families, that served on the board in 1998. I appreciate their commitment and dedication in serving the citizens of Solem."*

*Planning Board Chair Jim Keller*

James Keller
Chair

## *Major Projects Approved by Planning Board - 1998*

| APPLICANT | PROJECT | LOCATION | MAP/LOT |
|---|---|---|---|
| Formula Dev | 19 lot subdivision | Norwood Road | 22-5326 |
| Kousin Realty | 51,200 s.f. industrial building | Northwestern Drive | 86-10576 |
| Salvation Army | 15,000 s.f. retail building | Cluff Road | 118-11473 |
| Bohne | 3 lot subdivision | Ballard Lane | 68/69-7125,7385,75386 |
| Southern NH Bank | 26,000 s.f. bank/office building | Pelham Road | 97-7849, 7850 |
| Emmert | 16 lot subdivision | East Broadway | 20-6377 |
| V&S Entertainment | 94,280 s.f. ice arena | Lowell Road | 115-7798 |
| Hydroflow | 2,520 s.f. addition | Northwestern Drive | 96-10331 |
| DHB | 9 lot subdivision | Wheeler Dam Road | 41-6574 |
| Brooks Pharmacy | 2,000 s.f. retail store | Main Street | 90-1069(Change of use) |
| Young | 3,375 s.f. storage building | Pelham Road | 96-1069 |
| Donigian | 16 lot subdivision | Sycamore Avenue | 114-774 |
| Nalbandian | 5 lot subdivision | Shannon Road | 50-6637 |
| Powers Builders | 3,880 s.f. office addition | Red Roof Lane | 88-11831 |
| Target | 117,550 s.f. retail store | South Broadway | 118-720 |
| Omnipoint | 10' high communications tower | Cross Street | 127-8919 |

# RECREATION ADVISORY COMMITTEE



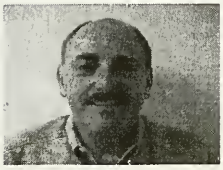
*John Loftus*



*Glen Orso*



*Fran Gugliotta*



*Stephen Kniaz*



*Richard Russell*



*Charles Morse*
*Selectmen Rep.*

*Not pictured: Gardner Chase, Joel Varnick, Stephen MacDonald, Philip Smith, Sr. (School Board Rep.)*

The Recreation Advisory Committee continued its efforts to implement the Recreation Master Plan which had been approved in 1997. The Committee has been in contact with the Conservation Commission and the Planning Board during 1998 to promote recreation in the Town of Salem. The committee has continued with its efforts to get the Friends of Salem Recreation started and we expect to see some activities during 1999.

> *"We are looking forward to making recreation in Salem a priority...."*
>
> *Recreation Advisory Chair John Loftus*

The Committee meets monthly and provides the Town with support relative to recreational issues. The Committee has been working closely with Julie Kamal, Salem's Recreation Director, to find solutions to many problems such as; Hedgehog Park staffing, field use by leagues, disciplinary actions, the
Fishing Derby and the Halloween Party.

We are looking forward to making recreation in Salem a priority and to make Salem a better place to live.

John Loftus
Chair

# TRUSTEES OF TRUST FUNDS



Harley Featherston, Chair



Terrence Gerlich



Michael Garafalo

The Trustees of Trust Funds are authorized by NH State Statute to invest and manage funds which have been given, appropriated, or willed to the Town for various purposes. Trust Funds are held to maintain cemetery plots, purchase library or educational material, and scholarships, to mention a few.

There are also Capital Reserve Funds which are appropriated for road improvements, school district improvements or purchase of capital equipment. The day-to-day management of these funds has been performed by Citizen Investment Services in Exeter since April 1994.

If you have any questions or suggestions, please contact the Trustees at the Municipal Office Building

Harley Featherston
Chair

## REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1998

| *Date of Creation | NAME OF TRUST FUND List first those trusts invested in a common trust fund | PURPOSE OF TRUST FUND | HOW INVESTED Whether bank deposits, Stocks, bonds, etc (If Common trust - So state) | Org *Bal | PRINCIPAL Balance Beginning Year | Additions/ New Funds Created | Gains or (Losses) on Sale of Securities | Capital Gain Dividends | Balance End Year | INCOME Balance Beginning Year | Earned During Year | Expended During Year | Balance End Year | TOTAL Principal & Income |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | NON-EXPENDABLE TRUST FUNDS: | | | | | | | | | | | | | |
| | A & O Hall | Flowers | | | $336.81 | $0.00 | $16.62 | $1.60 | $357.03 | $15.50 | $17.11 | $16.85 | $15.76 | $372.78 |
| | Ackerman Mem Sch | Scholarship | | | $3,908.85 | 0.00 | 216.11 | 18.59 | 4,143.35 | $179.84 | $198.60 | $211.63 | 166.81 | $4,310.16 |
| | Albert Kelly III | Annual Scholarship | | | $4,280.79 | 0.00 | 236.69 | 20.35 | 4,537.83 | $2,445.24 | $326.72 | $26.05 | 2,745.91 | $7,283.74 |
| | Alice R. Dustin | Flowers | | | $168.43 | 0.00 | 9.31 | 0.80 | 178.54 | $7.75 | $8.56 | $8.43 | 7.88 | $186.42 |
| | Anna B. Taylor | Flowers | | | $336.85 | 0.00 | 18.62 | 1.60 | 357.07 | $15.50 | $17.12 | $16.88 | 15.76 | $372.83 |
| | Annie B. Stevens | Flowers for Lot | | | $112.26 | 0.00 | 6.21 | 0.53 | 119.00 | $5.17 | $5.70 | $5.62 | 5.25 | $124.25 |
| | B Howard/E Smith | Flowers | | | $56.12 | 0.00 | 3.10 | 0.27 | 59.49 | $2.58 | $2.85 | $2.81 | 2.63 | $62.11 |
| | Bailey, John | Books for Library | | | $2,388.92 | 0.00 | 132.08 | 11.38 | 2,532.38 | $87.81 | $120.30 | $129.25 | 78.86 | $2,611.02 |
| | Bicant'l Scholarp | Scholarship | | | $9,759.75 | 0.00 | 539.62 | 46.41 | 10,345.77 | $449.04 | $495.90 | $488.58 | 456.35 | $10,802.13 |
| | Blodpett/Clark | Cemetery Lot Maint | | | $2,245.29 | 0.00 | 124.14 | 10.68 | 2,380.11 | $103.31 | $114.08 | $112.41 | 104.98 | $2,485.09 |
| | C Cross/W Priest | Flowers | | | $168.43 | 0.00 | 9.31 | 0.80 | 178.54 | $7.75 | $8.56 | $8.43 | 7.88 | $186.42 |
| | Cemetery | Perpetual Care | | | $103,926.56 | 7,020.00 | 5,746.13 | 494.15 | 117,186.84 | $4,431.40 | $5,263.58 | $4,851.09 | 4,843.87 | $122,030.71 |
| | Cemetery | Various | | | $1,908.35 | 0.00 | 105.51 | 9.07 | 2,022.93 | $87.80 | $98.98 | $95.53 | 89.24 | $2,112.17 |
| | Cemetery | General Maintenance | | | $194,158.28 | 0.00 | 10,735.06 | 923.19 | 205,816.54 | $8,932.77 | $9,865.29 | $9,719.38 | 9,078.67 | $214,895.21 |
| | Cemetery Fund | Flowars for Lot | | | $112.26 | 0.00 | 6.21 | 0.53 | 119.00 | $5.17 | $5.70 | $5.62 | 5.25 | $124.25 |
| | Chas A Quimby | Lot Care | | | $1,122.63 | 0.00 | 62.08 | 5.34 | 1,190.25 | $51.68 | $57.05 | $56.21 | 52.50 | $1,242.75 |
| | Chas McLaughlin | Flowers | | | $112.24 | 0.00 | 6.21 | 0.53 | 118.98 | $5.17 | $5.70 | $5.62 | 5.25 | $124.23 |
| | Clarance J Sylvian | Flowers | | | $673.85 | 0.00 | 37.25 | 3.20 | 714.10 | $31.00 | $34.23 | $33.73 | 31.50 | $745.61 |
| | Clarence Cameron | Flowers | | | $112.24 | 0.00 | 6.21 | 0.53 | 118.98 | $5.17 | $5.70 | $5.62 | 5.25 | $124.23 |
| | Clinton L. Silver | Flowers | | | $224.52 | 0.00 | 12.41 | 1.07 | 238.00 | $10.33 | $11.41 | $11.24 | 10.50 | $248.51 |
| | Clyde R. Coolidge | Flowers | | | $487.32 | 0.00 | 26.94 | 2.32 | 516.58 | $44.74 | $25.85 | $28.47 | 44.11 | $560.69 |
| | Council/Fine Arts | Books for Library | | | $224.52 | 0.00 | 12.41 | 1.07 | 238.00 | $10.33 | $11.41 | $11.24 | 10.50 | $248.51 |
| | Edm. H. Pettingill | Flowers | | | $48,787.16 | 0.00 | 2,697.46 | 231.98 | 51,716.59 | $2,244.59 | $2,478.90 | $2,641.48 | 2,082.02 | $53,798.61 |
| | Enoch Taylor | High School Support | | | $15,800.20 | 0.00 | 873.60 | 75.13 | 16,748.92 | $3,082.81 | $917.25 | $73.14 | 3,926.92 | $20,675.85 |
| | Frankie Linehan | Annual Scholarship | | | $336.74 | 0.00 | 18.62 | 1.60 | 356.96 | $15.49 | $17.11 | $16.85 | 15.75 | $372.71 |
| | G Burkherdt | Flowers | | | $336.83 | 0.00 | 18.62 | 1.60 | 357.05 | $15.50 | $17.11 | $16.88 | 15.75 | $372.80 |
| | G P Handerson | Flowers | | | $224.52 | 0.00 | 12.41 | 1.07 | 238.00 | $10.33 | $11.41 | $11.24 | 10.50 | $248.51 |
| | Gertruda Silver | Flowers | | | $336.74 | 0.00 | 18.62 | 1.60 | 356.96 | $15.49 | $17.11 | $16.85 | 15.75 | $372.71 |
| | Harold J Rolfe | Flowers | | | $336.73 | 0.00 | 18.62 | 1.60 | 356.95 | $15.50 | $17.11 | $16.86 | 15.75 | $372.70 |
| | Howard Smith | Flowars | | | $350.00 | 0.00 | 19.35 | 1.66 | 371.02 | $0.00 | $17.00 | $1.30 | 15.85 | $386.88 |
| | Isiah Woodbury Jr. | Flowers | | | $650.00 | 0.00 | 35.94 | 3.09 | 689.03 | $0.00 | $31.57 | $2.52 | 29.06 | $718.09 |
| | John W. Woodbury | Flowers | | | $336.82 | 0.00 | 18.62 | 1.60 | 357.04 | $15.50 | $17.11 | $16.88 | 15.75 | $372.79 |
| | J & T Consoli | Flowers | | | $21,561.35 | 0.00 | 1,192.13 | 102.52 | 22,858.00 | $991.97 | $1,095.54 | $1,079.32 | 1,008.19 | $23,864.20 |
| | John Dix | Public improvamants | | | $78,030.73 | 0.00 | 4,314.34 | 371.02 | 82,716.10 | $3,590.02 | $3,964.78 | $3,906.15 | 3,648.65 | $86,364.74 |
| | John McVoy | Cara of Needy | | | $2,806.24 | 0.00 | 155.16 | 13.34 | 2,974.74 | $129.14 | $142.59 | $140.51 | 131.22 | $3,105.98 |
| | Lancaster | Lot Care | | | $111,731.48 | 0.00 | 8,177.66 | 531.27 | 118,440.39 | $5,229.66 | $5,681.47 | $5,678.02 | 5,233.11 | $123,673.49 |
| | Lancaster Fd | Selectmen's Disc | | | $2,278.06 | 0.00 | 125.84 | 10.82 | 2,412.72 | $104.72 | $115.65 | $123.23 | 97.14 | $2,509.86 |
| | Spelling B | Spelling Bee Prizes | | | $224.52 | 0.00 | 12.41 | 1.07 | 238.00 | $10.33 | $11.41 | $11.24 | 10.50 | $248.51 |
| | Laura Taylor | Flowers | | | $336.86 | 0.00 | 18.63 | 1.60 | 357.09 | $15.51 | $17.12 | $16.87 | 15.75 | $372.84 |
| | M Janigan | Flowers | | | $3,367.73 | 0.00 | 186.20 | 16.01 | 3,569.95 | $154.95 | $171.12 | $182.33 | 143.73 | $3,713.67 |
| | Madelina A. Little | Salem Elem Sch Books | | | $336.82 | 0.00 | 18.62 | 1.60 | 357.04 | $15.50 | $17.11 | $16.86 | 15.75 | $372.79 |
| | Margaret Gurney | Flowars | | | $280.62 | 0.00 | 15.52 | 1.33 | 297.46 | $12.92 | $14.26 | $14.08 | 13.12 | $310.59 |
| | Mario Bucheri | Mem Site Care | | | $6,277.65 | 0.00 | 347.09 | 29.85 | 6,654.59 | $288.83 | $318.97 | $314.26 | 293.54 | $6,948.13 |
| | McClery Teller Fund | Upkp of Salem Ctr Cem | | | $838.20 | 0.00 | 46.34 | 3.99 | 888.53 | $38.57 | $42.59 | $45.38 | 35.79 | $924.32 |
| | Ordway | School Support | | | $336.83 | 0.00 | 18.62 | 1.60 | 357.05 | $15.50 | $17.11 | $16.86 | 15.75 | $372.80 |
| | R Noyes | Flowars | | | $56.12 | 0.00 | 3.10 | 0.27 | 59.49 | $2.58 | $2.85 | $2.81 | 2.63 | $62.11 |
| | S L Rogers | Flowers for Lot | | | $56.12 | 0.00 | 3.10 | 0.27 | 59.49 | $2.58 | $2.85 | $2.81 | 2.63 | $62.11 |
| | S L Rogers | Flowers for Lot | | | $224.52 | 0.00 | 12.41 | 1.07 | 238.00 | $10.33 | $11.41 | $11.24 | 10.50 | $248.51 |
| | S & T Roberts | Flowers | | | $0.00 | 0.00 | 0.00 | 0.00 | 0.00 | $0.00 | $0.00 | $0.00 | 0.00 | $0.00 |
| | Salem Hist Com | Hist Dist Imp | | | $626.59 | 0.00 | 34.64 | 2.98 | 664.22 | $30.04 | $31.90 | $35.23 | 26.70 | $690.92 |
| | School Prize | Scholarship Medals | | | $336.81 | 0.00 | 18.62 | 1.60 | 357.03 | $15.50 | $17.11 | $16.86 | 15.76 | $372.77 |
| | Sarena Hall | Flowers | | | $5,678.05 | 0.00 | 313.94 | 27.00 | 6,018.99 | $2,137.35 | $379.44 | $2,187.62 | 349.37 | $8,368.36 |
| | Simpson-Maxwell | Asslst Needy Children | | | $26,738.07 | 0.00 | 1,478.38 | 127.14 | 28,343.56 | $1,880.19 | $1,390.15 | $1,991.03 | 1,279.30 | $29,622.86 |
| | Simpson-Maxwell | District Nurses | | | $336.66 | 0.00 | 18.63 | 1.60 | 357.09 | $15.51 | $17.12 | $18.87 | 16.75 | $372.84 |
| | W. Westerdale | Flowers | | | $112.26 | 0.00 | 6.21 | 0.53 | 119.00 | $5.17 | $5.70 | $5.62 | 5.25 | $124.25 |
| | Waltar E. Kimball | Flowers | | | $333.47 | 0.00 | 18.44 | 1.59 | 353.50 | $15.34 | $16.94 | $16.70 | 15.59 | $369.08 |
| | Watts, Donald and Ed | Flowers | | | | | | | | | | | | |
| | TOTAL NON-EXPENDABLE FUNDS 3053007143 | | | | $657,224.69 | $7,020.00 | $36,338.13 | $3,125.00 | $703,707.36 | $37,002.26 | $33,725.46 | $34,474.65 | $36,313.08 | $740,020.42 |

## REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1998

| *Date of Creation | NAME OF TRUST FUND List first those trusts invested in a common trust fund | PURPOSE OF TRUST FUND | HOW INVESTED Whether bank deposits Stocks, bonds, etc (If Common trust - So state) | Org #Bal | PRINCIPAL Balance Beginning Year | Additions/ New Funds Created | Gains or (Losses) on Sale of Securities | Capital Gain Dividends | Balance End Year | INCOME Balance Beginning Year | Earned During Year | Expended During Year | Balance End Year | TOTAL Principal & Income |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | EXPENDABLE TRUST FUNDS: | | | | | | | | | | | | | |
| | Depot Improvement | 3053007205 | | | $514,918.08 | 60,726.53 | 0.00 | 0.00 | 575,644.61 | $0.00 | 26,716.55 | 26,716.55 | 0.000 | $575,844.61 |
| | Performing Arts | 3053007152 | | | $575.15 | 29.05 | 0.00 | 0.00 | 604.20 | $0.00 | 29.84 | 29.84 | 0.000 | $604.20 |
| | Seifart Auditorium | 3053007161 | | | $6,110.89 | 2,766.56 | 0.00 | 0.00 | 8,877.45 | $0.00 | 317.06 | 317.06 | 0.000 | $8,877.45 |
| | Strategic Plan | 3053007170 | | | $8,088.44 | 408.87 | 0.00 | 0.00 | 8,497.31 | $0.00 | 419.67 | 419.67 | 0.000 | $8,497.31 |
| | Historic District Mainte | 3053007189 | | | $2,176.40 | 109.99 | 0.00 | 0.00 | 2,286.39 | $0.00 | 112.92 | 112.92 | 0.000 | $2,286.39 |
| | Pelham Road | 3053007198 | | | $113,191.43 | (99,751.58) | 0.00 | 0.00 | 13,439.85 | $0.00 | 5,872.94 | 5,872.94 | 0.000 | $13,439.85 |
| | Sidewalk | 3053007287 | | | $2,068.04 | (752.08) | 0.00 | 0.00 | 1,316.96 | $0.00 | 107.35 | 107.35 | 0.000 | $1,316.96 |
| | Rte 28 Road Improveme | 3053010022 | | | $95,531.95 | 4,829.08 | 0.00 | 0.00 | 100,361.01 | $0.00 | 4,956.68 | 4,956.68 | 0.000 | $100,361.01 |
| | Public Access TV | 3053013458 | | | $39,555.97 | (38,183.43) | 0.00 | 0.00 | 1,372.54 | $0.00 | 2,052.38 | 2,052.38 | 0.000 | $1,372.54 |
| | Town Sidewalk | 3053013476 | | | $3,050.28 | 154.20 | 0.00 | 0.00 | 3,204.48 | $0.00 | 158.26 | 158.26 | 0.000 | $3,204.48 |
| | 250th Birthday | 3053013467 | | | $841.80 | (673.41) | 0.00 | 0.00 | 168.39 | $0.00 | 43.68 | 43.68 | 0.000 | $168.39 |
| | Cable TV Public Access | 3053013706 | | | $0.00 | 88,420.56 | 0.00 | 0.00 | 88,420.56 | $0.00 | 4,640.58 | 4,640.58 | 0.000 | $88,420.58 |
| | Snow | 3053014411 | | | $0.00 | 61,939.71 | 0.00 | 0.00 | 61,939.71 | $0.00 | 2,108.36 | 2,108.36 | 0.000 | $61,939.71 |
| | TOTAL EXPENDAOLE FUNDS | | | | $786,109.43 | $80,024.03 | $0.00 | $0.00 | $866,133.46 | $0.00 | $47,536.27 | $47,536.27 | $0.00 | $866,133.46 |
| | TOTAL COMBINED FUNDS | | | | $1,443,334.12 | $87,044.03 | $36,338.13 | $3,125.00 | $1,569,840.82 | $37,062.26 | $81,261.73 | $82,010.92 | $36,313.08 | $1,808,153.88 |
| | CAPITAL RESERVE FUNDS | | | | | | | | | | | | | |
| | School District Reconst | 3053007214 | | | $88,994.16 | 4,898.96 | 0.00 | 0.00 | 93,893.12 | $0.00 | 8,537.57 | 8,537.57 | 0.000 | $93,893.12 |
| | Salem Street | 3053007241 | | | $13,683.73 | 753.28 | 0.00 | 0.00 | 14,436.99 | $0.00 | 1,312.74 | 1,312.74 | 0.000 | $14,436.99 |
| | Pelham Road Improvem | 3053007232 | | | $5,388.32 | 31,269.74 | 0.00 | 0.00 | 36,658.06 | $0.00 | 516.92 | 516.92 | 0.000 | $36,658.06 |
| | Road Improvement | 3053007223 | | | $163,916.30 | (17,995.39) | 0.00 | 0.00 | 145,920.91 | $0.00 | 15,725.15 | 15,725.15 | 0.000 | $145,920.91 |
| | Salem Revaluation | 3053007722 | | | $336,126.03 | 18,503.07 | 0.00 | 0.00 | 354,629.10 | $0.00 | 32,245.93 | 32,245.93 | 0.000 | $354,629.10 |
| | Salem Recreation Land | 3053007731 | | | $5,768.31 | 129,408.18 | 0.00 | 0.00 | 135,176.49 | $0.00 | 553.38 | 553.38 | 0.000 | $135,176.49 |
| | Fire Fighting Apparatus | 3053010031 | | | $10,283.77 | 566.11 | 0.00 | 0.00 | 10,849.88 | $0.00 | 986.56 | 986.56 | 0.000 | $10,849.88 |
| | Historical Commission | 3053013564 | | | $39,250.00 | (3,590.30) | 0.00 | 0.00 | 35,659.70 | $0.00 | 3,765.41 | 3,765.41 | 0.000 | $35,659.70 |
| | Sewer | 3053013733 | | | $202,885.58 | 7,633.31 | 0.00 | 0.00 | 210,518.89 | $0.00 | 19,463.63 | 19,463.63 | 0.000 | $210,518.89 |
| | Water | 3053013724 | | | $77,276.98 | 205,150.61 | 0.00 | 0.00 | 282,427.59 | $0.00 | 7,413.49 | 7,413.49 | 0.000 | $282,427.59 |
| | TOTAL CAPITAL RESERVES | | | | $943,573.18 | $376,597.55 | $0.00 | $0.00 | $1,320,170.73 | $0.00 | $90,520.78 | $90,520.78 | $0.00 | $1,320,170.73 |
| | TOTAL ALL FUNDS | | | | $2,308,907.30 | $463,641.58 | $36,338.13 | $3,125.00 | $2,890,011.55 | $37,062.26 | $171,782.51 | $172,531.70 | $36,313.08 | $2,928,324.61 |

# REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1998

| HOW INVESTED | | | | | PRINCIPAL | | | | | INCOME | | | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| # Shares or Units | DESCRIPTION OF PRINCIPAL | | | | Balance Beginning Year | Additions/ Purchases | Capital Gains (Losses) | Proceeds From Sales | Balance End Year | Balance Beginning Year | Income During Year | Expended During Year | Balance End Year | Principal & Income |
| | NON-EXPENDABLE FUNDS | | | | | | | | | | | | | |
| | Cash & Cash Equivalents | | | | $10,383.35 | 3,647.53 | | | $14,030.88 | $77,272.75 | $33,725.46 | 34,907.80 | $76,090.41 | $90,121.29 |
| 25,000 | US Treasury Note | 7.50% | due | 05/15/02 | $25,882.81 | | | | $25,882.81 | $0.00 | 1,875.00 | 1,875.00 | $0.00 | $25,882.81 |
| 20,000 | US Treasury Note | 6.25% | due | 02/15/03 | $19,950.00 | | | | $19,950.00 | $0.00 | 1,250.00 | 1,250.00 | $0.00 | $19,950.00 |
| 25,000 | US Treasury Note | 7.25% | due | 05/15/04 | $26,351.56 | | | | $26,351.56 | $0.00 | 1,812.50 | 1,812.50 | $0.00 | $26,351.56 |
| 65,000 | US Treasury Note | 7.50% | due | 02/15/05 | $47,729.69 | 22,868.75 | | | $70,598.44 | $0.00 | 2,983.70 | 2,983.70 | $0.00 | $70,598.44 |
| 0 | US Treasury Note | 6.25% | due | 08/30/06 | $14,988.28 | | 11.72 | 15,000.00 | $0.00 | $0.00 | 468.75 | 468.75 | $0.00 | $0.00 |
| 0 | US Treasury Note | 7.875% | due | 11/15/99 | $27,817.86 | | (2,060.05) | 25,757.81 | $0.00 | $0.00 | 1,990.51 | 1,990.51 | $0.00 | $0.00 |
| 20,000 | US Treasury Note | 6.50% | due | 05/15/05 | $20,225.00 | | | | $20,225.00 | $0.00 | 1,300.00 | 1,300.00 | $0.00 | $20,225.00 |
| 25,000 | US Treasury Note | 5.625% | due | 02/15/06 | $0.00 | 25,109.38 | | | $25,109.38 | $0.00 | 124.31 | 124.31 | $0.00 | $25,109.38 |
| 25,000 | Gen Motors Acc Cp | 9.625% | due | 12/15/01 | $30,024.14 | | | | $30,024.14 | $0.00 | 2,406.28 | 2,406.28 | $0.00 | $30,024.14 |
| 15,000 | Gen Motors Acc Cp | 7.60% | due | 3/01/00 | $15,753.23 | | | | $15,753.23 | $0.00 | 1,050.00 | 1,050.00 | $0.00 | $15,753.23 |
| 18,000 | Philip Morris | 9.00% | due | 1/01/01 | $17,587.44 | | | | $17,587.44 | $0.00 | 1,350.00 | 1,350.00 | $0.00 | $17,587.44 |
| 13,584 | Fed Home Ln Mtg Pool #18217( | 7.75% | due | 1/01/08 | $18,388.01 | | (107.77) | 2,458.92 | $13,801.32 | $0.00 | 1,107.15 | 1,107.15 | $0.00 | $13,801.32 |
| 19,118 | GNMA Pool 7083 | 8.00% | due | 8/15/05 | $18,056.91 | | 147.21 | 1,732.64 | $14,471.48 | $0.00 | 1,341.35 | 1,341.35 | $0.00 | $14,471.48 |
| 11,787 | GNMA Pool 34642 | 9.00% | due | 5/15/09 | $15,573.45 | | 10.88 | 4,396.77 | $11,187.56 | $0.00 | 1,190.92 | 1,190.92 | $0.00 | $11,187.56 |
| 250 | Abbott Labs | (2 for 1 split) | | | $3,693.55 | | | | $3,693.55 | $0.00 | 146.25 | 146.25 | $0.00 | $3,693.55 |
| 230 | Air Prod & Chem | (2 for 1 split) | | | $5,560.25 | | | | $5,560.25 | $0.00 | 147.20 | 147.20 | $0.00 | $5,560.25 |
| 0 | Amer Home Prod | (2 for 1 split) | | | $4,145.85 | | 9,619.18 | 13,765.03 | $0.00 | $0.00 | 120.40 | 120.40 | $0.00 | $0.00 |
| 175 | American Express CO | | | | $10,665.38 | | | | $10,665.38 | $0.00 | 157.51 | 157.51 | $0.00 | $10,665.38 |
| 500 | Amaritech | (2 for 1 split) | | | $8,541.75 | 9,392.50 | | | $17,934.25 | $0.00 | 420.00 | 420.00 | $0.00 | $17,934.25 |
| 125 | Avery Dennison | | | | $2,092.19 | | | | $2,092.19 | $0.00 | 108.75 | 108.75 | $0.00 | $2,092.19 |
| 400 | Bank of New York | (2 for 1 split) | | | $0.00 | 12,830.00 | | | $12,830.00 | $0.00 | 112.00 | 112.00 | $0.00 | $12,830.00 |
| 0 | BankAmerica Corp (new) | (name change from Nationbank | | | $0.00 | 13,222.50 | (4,554.67) | 8,667.83 | $0.00 | $0.00 | 57.00 | 57.00 | $0.00 | $0.00 |
| 300 | Bell Atlantic | (2 for 1 split) | | | $18,730.21 | | 4,615.54 | 14,316.50 | $9,029.25 | $0.00 | 815.43 | 815.43 | $0.00 | $9,029.25 |
| 160 | Chevron Corp | | | | $7,822.13 | | | | $7,822.13 | $0.00 | 439.20 | 439.20 | $0.00 | $7,822.13 |
| 300 | Cisco Systems | (2 for 1 split) | | | $0.00 | 13,362.50 | | | $13,362.50 | $0.00 | 0.00 | 0.00 | $0.00 | $13,362.50 |
| 0 | Citigroup Inc | (name change from Travelers) | | | $6,578.00 | | 4,015.39 | 10,591.47 | $0.00 | $0.00 | 146.51 | 146.51 | $0.00 | $0.00 |
| 200 | Clorox Co | | | | $5,622.50 | | | | $5,622.50 | $0.00 | 272.00 | 272.00 | $0.00 | $5,622.50 |
| 300 | DQE Inc. | | | | $8,383.50 | | | | $8,383.50 | $0.00 | 432.00 | 432.00 | $0.00 | $8,383.50 |
| 200 | Exxon Corp | | | | $10,469.50 | | | | $10,469.50 | $0.00 | 328.00 | 328.00 | $0.00 | $10,469.50 |
| 225 | Federal Home Loan Common | | | | $0.00 | 10,777.50 | | | $10,777.50 | $0.00 | 108.00 | 108.00 | $0.00 | $10,777.50 |
| 250 | First Union Corp | | | | $9,388.13 | | 6,509.57 | 12,682.07 | $5,215.63 | $0.00 | 543.00 | 543.00 | $0.00 | $5,215.63 |
| 200 | Gannett Inc. | | | | $9,615.00 | | | | $9,615.00 | $0.00 | 154.00 | 154.00 | $0.00 | $9,015.00 |
| 450 | The Gap | (3 for 2 split) | | | $6,239.00 | | | | $6,239.00 | $0.00 | 59.85 | 59.85 | $0.00 | $6,239.00 |
| 228 | General Electric | | | | $5,967.76 | | 7,508.52 | 9,359.68 | $4,116.60 | $0.00 | 363.60 | 363.60 | $0.00 | $4,116.60 |
| 225 | Halliburton Co | | | | $5,064.12 | | 3,727.14 | 5,535.75 | $3,255.51 | $0.00 | 112.52 | 112.52 | $0.00 | $3,255.51 |
| 0 | Hewlett Packard | | | | $10,419.50 | | 2,487.56 | 12,907.08 | $0.00 | $0.00 | 28.00 | 28.00 | $0.00 | $0.00 |
| 300 | Home Depot Inc. | (2 for 1 split) | | | $8,478.75 | | | | $8,478.75 | $0.00 | 34.50 | 34.50 | $0.00 | $8,478.75 |
| 200 | Intel | | | | $2,665.12 | | | | $2,665.12 | $0.00 | 26.00 | 26.00 | $0.00 | $2,665.12 |
| 250 | Johnson Controls Inc. | | | | $9,892.50 | | | | $9,892.50 | $0.00 | 230.00 | 230.00 | $0.00 | $9,892.50 |
| 125 | Johnson and Johnson | | | | $0.00 | 10,596.88 | | | $10,596.88 | $0.00 | 0.00 | 0.00 | $0.00 | $10,596.88 |
| 175 | Lucent Technologies | | | | $0.00 | 14,780.94 | | | $14,780.94 | $0.00 | 0.00 | 0.00 | $0.00 | $14,780.94 |
| 118 | May Dept Stores | | | | $3,774.33 | | | | $3,774.33 | $0.00 | 149.88 | 149.88 | $0.00 | $3,774.33 |
| 100 | Merck & Co Inc | | | | $6,007.00 | | | | $6,007.00 | $0.00 | 189.00 | 189.00 | $0.00 | $6,007.00 |
| 200 | Microsoft Corp | (2 for 1 split) | | | $12,065.50 | | | | $12,065.50 | $0.00 | 0.00 | 0.00 | $0.00 | $12,065.50 |
| 0 | Morgan, J P. | | | | $8,482.00 | | 3,308.85 | 11,790.85 | $0.00 | $0.00 | 95.00 | 95.00 | $0.00 | $0.00 |
| 0 | Pfizer Inc | | | | $0.00 | 11,940.00 | (1,411.60) | 10,528.40 | $0.00 | $0.00 | 38.00 | 38.00 | $0.00 | $0.00 |
| 0 | Phelps Dodge Corp. | | | | $8,332.00 | | (65.96) | 8,268.04 | $0.00 | $0.00 | 50.00 | 50.00 | $0.00 | $0.00 |
| 350 | Pitney Bowes | (2 for 1 split) | | | $13,599.69 | | | | $13,599.69 | $0.00 | 315.00 | 315.00 | $0.00 | $13,599.69 |
| 200 | Proctor & Gamble | | | | $6,722.50 | | | | $6,722.50 | $0.00 | 215.00 | 215.00 | $0.00 | $6,722.50 |
| 200 | Raytheon Co (New) | | | | $0.00 | 11,780.00 | | | $11,780.00 | $0.00 | 40.00 | 40.00 | $0.00 | $11,760.00 |
| 0 | Rockwell Intl Corp (New) | | | | $0.00 | 10,462.50 | (2,459.02) | 8,023.48 | $0.00 | $0.00 | 44.63 | 44.63 | $0.00 | $0.00 |
| 500 | Sara Lee Corp | (2 for 1 split) | | | $10,111.25 | | | | $10,111.25 | $0.00 | 230.00 | 230.00 | $0.00 | $10,111.25 |
| 600 | Schering-Plough Corp. | (2 for 1 split) | | | $9,723.00 | | | | $9,723.00 | $0.00 | 255.00 | 255.00 | $0.00 | $9,723.00 |
| 0 | Sears Roebuck & Co | | | | $0.00 | | | | $0.00 | $0.00 | 46.00 | 46.00 | $0.00 | $0.00 |
| 300 | Sunamerica | | | | $7,314.00 | | | | $7,314.00 | $0.00 | 150.00 | 150.00 | $0.00 | $7,314.00 |
| 0 | TRW Inc | | | | $7,559.75 | | 3,035.64 | 10,595.39 | $0.00 | $0.00 | 204.60 | 204.60 | $0.00 | $0.00 |
| 125 | United Technologies Corp | | | | $0.00 | 12,432.81 | | | $12,432.81 | $0.00 | 45.00 | 45.00 | $0.00 | $12,432.81 |
| 150 | Warner Lambert Co | | | | $0.00 | 10,705.00 | | | $10,705.00 | $0.00 | 24.00 | 24.00 | $0.00 | $10,705.00 |
| 4,677 | T Rowe Price Int'l Stock Fd | | | | $60,398.21 | 945.05 | | | $61,343.26 | $0.00 | 1,626.79 | 1,626.79 | $0.00 | $61,343.26 |
| | Total Non-Expendable Funds | | | | $617,013.73 | $194,953.84 | $36,338.13 | $184,375.69 | $663,930.01 | $77,272.77 | $63,055.53 | $64,237.87 | $76,090.41 | $740,020.42 |

# REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1998

| # Shares or Units | DESCRIPTION OF PRINCIPAL | (Acct #) | PRINCIPAL Balance Beginning Year | PRINCIPAL Additions/ Purchases | PRINCIPAL Capital Gains Reinvest | PRINCIPAL Proceeds From Sales | PRINCIPAL Balance End Year | INCOME Balance Beginning Year | INCOME Income During Year | INCOME Expended During Year | INCOME Balance End Year | TOTAL Principal & Income |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | EXPENDABLE FUNDS | | | | | | | | | | | |
| | DEPOT IMPROVEMENT | 3053007205 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $514,918.08 | 96,036.26 | 0.00 | 35,309.73 | $575,644.61 | $0.00 | 28,124.34 | 28,124.34 | $0.00 | $575,644.61 |
| | PERFORMING ARTS | 3053007152 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $575.15 | 30.43 | 0.00 | 1.38 | $604.20 | $0.00 | 31.60 | 31.60 | $0.00 | $604.20 |
| | SEIFERT AUDIT | 3053007161 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $6,116.89 | 2,783.21 | 0.00 | 16.65 | $8,877.45 | $0.00 | 376.69 | 376.69 | $0.00 | $8,877.45 |
| | STRATEGIC PLAN | 3053007170 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $8,088.44 | 426.16 | 0.00 | 19.29 | $8,497.31 | $0.00 | 444.42 | 444.42 | $0.00 | $8,497.31 |
| | HISTORICAL DISTRICT | 3053007180 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $2,176.40 | 115.17 | 0.00 | 5.18 | $2,286.39 | $0.00 | 119.58 | 119.58 | $0.00 | $2,286.39 |
| | PELHAM ROAD | 3053007198 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $113,191.43 | 5,224.84 | 0.00 | 104,976.42 | $13,439.85 | $0.00 | 5,412.60 | 5,412.60 | $0.00 | $13,439.85 |
| | SIDEWALK | 3053007257 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $2,069.04 | 94.38 | 0.00 | 846.46 | $1,316.96 | $0.00 | 96.89 | 96.89 | $0.00 | $1,316.96 |
| | RT 28 ROAD IMPROVEMENT | 3053010022 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $95,531.95 | 5,056.92 | 0.00 | 227.86 | $100,361.01 | $0.00 | 5,248.99 | 5,248.99 | $0.00 | $100,361.01 |
| | PUBLIC ACCESS TV | 3053013458 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $39,555.97 | 789.83 | 0.00 | 38,973.36 | $1,372.54 | $0.00 | 800.09 | 800.09 | $0.00 | $1,372.54 |
| | TOWN SIDEWALK | 3053013476 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $3,050.28 | 161.63 | 0.00 | 7.43 | $3,204.48 | $0.00 | 167.60 | 167.60 | $0.00 | $3,204.48 |
| | 250TH BIRTHDAY | 3053013467 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $841.80 | 30.40 | 0.00 | 703.81 | $168.39 | $0.00 | 31.40 | 31.40 | $0.00 | $168.39 |
| | CABLE TV PUOLIC ACCESS | 3053013708 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $0.00 | 111,188.93 | 0.00 | 22,748.37 | $88,420.56 | 0.00 | 4,640.58 | 4,640.58 | $0.00 | $88,420.56 |
| | SNOW | 3053014411 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $0.00 | 62,014.08 | 0.00 | 74.35 | $61,939.71 | 0.00 | 2,108.36 | 2,108.36 | $0.00 | $61,939.71 |
| | Total Expendable Funds | | $786,109.43 | $283,934.32 | $0.00 | $203,910.29 | $866,133.46 | $0.00 | $47,603.14 | $47,603.14 | $0.00 | $866,133.46 |
| | TOTAL COMBINED FUNDS | | $1,403,123.16 | $478,888.16 | $36,338.13 | $388,285.98 | $1,530,063.47 | $77,272.77 | $110,656.67 | $111,841.01 | $76,090.41 | $1,606,153.88 |
| | CAPITAL RESERVE FUNDS | | | | | | | | | | | |
| | SCHOOL DISTRICT RECONST | 3053007214 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $88,894.16 | 5,536.49 | 0.00 | 637.53 | $93,893.12 | 0.00 | 4,898.98 | 4,898.98 | $0.00 | $93,893.12 |
| | SALEM STREET | 3053007241 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $13,683.73 | 851.28 | 0.00 | 98.02 | $14,436.99 | 0.00 | 753.26 | 753.26 | $0.00 | $14,436.99 |
| | PELHAM ROAD | 3053007232 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $5,388.32 | 117,326.42 | 0.00 | 86,056.68 | $36,658.06 | 0.00 | 3,353.89 | 3,353.89 | $0.00 | $36,658.06 |
| | ROAD IMPROVEMENT | 3053007223 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $163,916.30 | 1,547,332.80 | 0.00 | 1,565,328.19 | $145,920.91 | 0.00 | 35,747.23 | 35,747.23 | $0.00 | $145,920.91 |
| | SALEM REVALUATION | 3053007722 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $336,128.03 | 20,910.94 | 0.00 | 2,407.87 | $354,629.10 | 0.00 | 18,503.07 | 18,503.07 | $0.00 | $354,629.10 |
| | FIRE-FIGHTING APPARATUS | 3053010031 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $10,283.77 | 639.77 | 0.00 | 73.66 | $10,849.88 | 0.00 | 566.11 | 566.11 | $0.00 | $10,849.88 |
| | SALEM RECREATION LAND | 3053007731 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $5,768.31 | 129,877.84 | 0.00 | 469.76 | $135,176.49 | 0.00 | 4,408.18 | 4,408.18 | $0.00 | $135,176.49 |
| | HISTORICAL COMMISION | 3053013564 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $39,250.00 | 2,386.98 | 0.00 | 5,977.28 | $35,659.70 | 0.00 | 2,109.20 | 2,109.20 | $0.00 | $35,659.70 |
| | SEWER | 3053013733 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $202,885.58 | 12,595.39 | 0.00 | 4,962.08 | $210,518.89 | 0.00 | 11,143.03 | 11,143.03 | $0.00 | $210,518.89 |
| | WATER | 3053013724 | | | | | | | | | | |
| | Cash & Cash Equivalents | | $77,276.98 | 263,714.70 | 0.00 | 58,564.09 | $282,427.59 | 0.00 | 9,037.85 | 9,037.85 | $0.00 | $282,427.59 |
| | TOTAL CAPITAL RESERVE FUNDS | | $943,573.18 | $2,101,172.71 | $0.00 | $1,724,575.16 | $1,320,170.73 | $0.00 | $90,520.78 | $90,520.78 | $0.00 | $1,320,170.73 |
| | TOTAL FUNDS | | $2,346,696.34 | $2,580,060.87 | $36,338.13 | $2,112,861.14 | $2,850,234.20 | $77,272.77 | $201,179.45 | $202,361.79 | $76,090.41 | $2,926,324.61 |

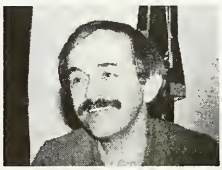
# ZONING BOARD OF ADJUSTMENT




*Edward Huminick, Chair*



*John Doyle*



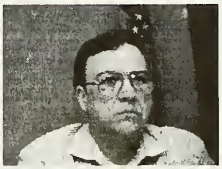
*Gerald Forcier*



*Glen Lavallee*



*Joseph Scionti*



*Edward Suffern*



*Edgardo (JoJo) Umali*

*Not pictured: Catherine Barrett, Curtis Davis, Gary Azarian*

The Zoning Board of Adjustment serves as an intermediate step when a property owner would otherwise seek a zoning amendment from the town meeting or take court action when they feel the ordinance is valid. The ZBA provides a satisfactory resolution without burdening the courts.

The Salem Zoning Board of Adjustment is authorized by local ordinance and operates under the strict guidelines contained in the State of New Hampshire RSA's 674:33 and 675:5-7.

The ZBA is "Quasi-Judicial", which means that it has the legal status to hold public hearings affecting the provisions of the Salem Zoning Ordinance in four different ways: an Appeal from Administrative Decision, a Special Exception, a Variance and a grant of Equitable Waiver of Dimensional Requirements.

*"Sometimes praised, sometimes criticized, the job of the ZBA member is not an easy one."*

*ZBA Chair Ed Huminick*

The procedures of the ZBA are not discretionary, they are limiting and mandatory. Every decision of the ZBA must fair, consistent and reflect the meaning and spirit of Salem Zoning Ordinance regardless of the personal feelings of the Board Members.

Sometimes praised, sometimes criticized, the job of the ZBA member is not an easy one.

The ZBA reviewed 69 cases in 1998. The table below details the Boards findings.

| | | | | | |
|---|---|---|---|---|---|
| Variances: | | | Special Exceptions: | | |
| | Granted | 26 | | Granted | 5 |
| | Denied | 20 | | Denied | 1 |
| Equitable Waivers: | | | Appeal of Admin.: | | |
| | Granted | 5 | | Granted | 4 |
| | Denied | 0 | | Denied | 2 |

The Board would like to take this opportunity to thank Lydia Fortier, Patricia Hughes and Sam Zannini for helping the general public, keeping the Board organized and providing quality minutes and records of our meetings.

A special thanks goes out to our past Chair Phil DeRosa, who retired in April1998 after 20 years of service on the Board. May we all be as fair and consistent as Phil in carrying out our duties on the Board. Thanks Phil!

Edward W. Huminick
Chair

# TOWN DEPARTMENTS

## TOWN MANAGER



*Stephen J. Daly*
*Town Manager*

Please join me in thanking all the citizen volunteers, both elected and appointed, who served the community to carry out your local government's business in 1998. They did a fine job addressing the multitude of decisions that had to be made to keep Salem on a positive track for the future. Thanks also go to all the municipal employees who delivered high quality services throughout the community during the past year.

Take time to read the annual reports in this book. They contain a wealth of information about the events and accomplishments of the year. In some places, you will find references to some of the issues and projects that will continue into 1999. You will see in the reports that activity levels are up in our public safety areas of police, fire and emergency medical services. The performance of those departments has been outstanding. The Public Works Department has refocused a portion of its efforts to attend to drains systems throughout town to alleviate impounded water problems and to facilitate road runoff which will add to the life of the streets. Community Development has worked hard on organizational and process issues with significant success, while also wrestling with the demands of increased growth and administration of new zoning requirements. In Human Services, the proposal for a new senior center was conceived and pursued through a first round of grant competition, while welfare spending and issues remained fairly constant and Recreation delivered another sound year of services. And, the Finance, Town Clerk and Tax Collector Departments again did an outstanding job of administering their affairs and handling the thousands of transactions of Salem's residents with a continuing emphasis on customer service.

Salem is a dynamic community that will continually face challenges, both new and old as it approaches its 250th Anniversary and the Millennium. Our challenge as your public servants is to continue to improve our performance, to identify and deliver the services you desire, and to never waiver from Abraham Lincoln's reminder in his Gettysburg Address that this is a *"government of the people, for the people and by the people."*

> *"Please join me in thanking all the citizen volunteers, both elected and appointed, who served the community to carry out your local government's business in 1998."*
>
> *Town Manager Steve Daly*

In closing, please join me in extending the community's gratitude for service and dedication to the following municipal employees who left with 10 years or more of Town service in 1998.

Ruth Hayes, *Collections (deceased)*
Joyce Crocco, *Police Department*
Warren Coonrod, *Fire Department*
Robert McGuire, *Police Department*
Charles Moore, *Police Department*
Philip Smith, Sr., *Police Department*

Stephen J. Daly
Town Manager

# ASSESSING DEPARTMENT



*Normand Pelletier*
*Assessor*

The Assessors office was extremely busy in 1998 as new construction took off. Single family homes represented the bulk of the increase in our tax base. With the approval of the 1999 Town Meeting we will undergo our first revaluation since 1980. This project when completed will provide a computerized data base which will be available to all our departments to access and also provide a vital link with our GIS program. Special thanks to my deputy, Cathy Arsenault, and to Joyce Desrosiers who have been vital members of this department for many years. In 1998 we also welcomed Gail Watts to our department who came over from the tax collectors office. We look forward to serving you in 1999 as we face an exciting year ahead.

*"We look forward to serving you in 1999 as we face an exciting year ahead."*

*Chief Assessor, Norm Pelletier*

Normand Pelletier, CNHA
Chief Assessor

## SUMMARY INVENTORY

| | 1997 | 1998 |
|---|---|---|
| LAND | $228,934,940 | $231,212,240 |
| BUILDINGS | $573,238,870 | $588,181,470 |
| UTILITIES | $ 8,305,700 | $ 8,516,500 |
| TOTAL GROSS VALUATION | $810,479,510 | $827,910,210 |
| ELDERLY EXEMPTIONS | $ 5,034,600 | $ 5,219,800 |
| BLIND EXEMPTIONS | $ 255,000 | $ 255,000 |
| TOTAL NET VALUATION | $805,189,910 | $822,435,410 |
| TAXES BEFORE VETERANS EXEMPTION | $ 40,227,287 | $ 42,396,545 |
| MINUS VETERANS EXEMPTION | $ 192,900 | $ 193,100 |
| NET PROPERTY COMMITMENT | $ 40,034,387 | $ 42,203,445 |
| TAX RATE | $ 49.96 | $ 51.55 |
| TOTAL CURRENT USE ACREAGE | 2153.40 | 2128.32 |
| TOTAL NUMBER OF TAXABLE PROPERTIES | 11,105 | 11,188 |
| TOTAL NUMBER OF EXEMPT PROPERTIES | 454 | 456 |

# COMMUNITY DEVELOPMENT DEPARTMENT



*E James Turse*
*Community Development Director*

Since we had not completed the transition to create a new Community Development Department, last year I provided an extensive outlook for 1998, and introduced you to a number of initiatives we intended to undertake throughout the year. This year's report reflects our new organization. In April we completed the transition from separate planning, building inspection, engineering, and health departments into a single department operating as a community development team. This year's report is the first consolidated department report. We've provided an outlook for 1999; an update on the initiatives proposed last year; and, each of the divisions have provided a report of their activities in 1998. As part of the creation of a new department as a new team designed to better serve our community, we also redefined our operations , and adopted a new mission statement:

**Operations:** The Community Development Department is a merger of traditionally separate but functionally related departments into divisions under one management to provide a coordinated response to the needs of the community and to provide greater accountability for its operations to the Town Manager and Board of Selectmen.

These divisions operate functionally as one unit, but each maintains a separate professional identity with a distinct set of responsibilities. There is a team approach to management with the Community Development Director as the team leader. The divisions of the Community Development Department are: Building Inspection; Capital Projects; Engineering; Health; and Planning.

**Mission**: To provide services to the community to plan, manage, and coordinate the natural, constructed, and economic environment of Salem in order to provide a better quality of life for its citizens.

***Director's Outlook for 1999***

**1. World Economy**. After forecasting the gloom and doom of a possible recession in late spring 1999 in a speech to the Salem Contractors Association in October 1998, only to watch the general US economy rebound to set new records by late December, I'm reluctant to be anything but optimistic in my outlook! It is not without reason that economics is referred to as the "dismal science", and I'm in the good company of other finance and real estate professionals as I struggle to provide a synopsis of events going on around us that may effect Salem in 1999. The consensus is that 1999 will be a year of continued expansion in the US economy. Most economic forecasts expect growth in the range of 2.2%, but more optimistic prognosticators predict GDP growth as high as 3.5%.

The malaise of troubled world markets may take time to effect our local market, but they do remain disconcertingly on the horizon. Asian economies, particularly Japan's, remain precarious. We cannot ignore the fact that along with Japan, 40% of the world's nations continue to be in recession. The collapse of the ruble in Russia impacted the US market well beyond any proportion to its actual economic significance, indicating that we cannot rule out foreign political instability as a critical influence on our domestic economy. On the other hand, the bombing of Iraq in December, combined with the impeachment of a US president, produced nary a ripple of concern, and new market highs were set. There is extensive overcapacity in manufacturing, particularly in China, and most other developing markets. In just one industry - automobile manufacturing - the overcapacity is equivalent to the entire manufacturing capacity of Western Europe! Record low commodity prices, which bring glee to New England consumers at the super market, have produced despair in parts of America's heartland, as farmers have been forced to abandon their farms. Record low oil prices have made energy prices in New England phenomenally low, but have resulted from reduced demand from developing countries, coupled with precipitous drops in the GDP of oil producing countries, further reducing the demand for US exports.

**2. Local Economy.** After expecting the state economy to slow considerably last year, in 1998 the New Hampshire economy did better than expected, posting a gain of close to the national average of 3.6%, but slowing considerably in the second half of the year against a backdrop of global concerns. New Hampshire has a robust manufacturing sector, with 19.25% of the employment base vs. 15.65% nationally, and this sector has consistently outperformed others nationwide. The Salem-area commercial and industrial base dominates the New Hampshire economy, and is more diverse than 10 years ago, but its electronics manufacturing sector is particularly vulnerable to worldwide trends. New Hampshire-based manufacturing companies have traditionally competed in the marketplace on the basis of quality, and are now forced to compete on price. In 1998 HADCO consolidated its facilities, and moved its manufacturing out of Salem, resulting locally in a loss of 200 jobs. Digital Equipment's purchase by Compaq produced a round of layoffs and personnel changes. At this point it looks like Compaq intends to stay in Salem, but there is significant worldwide overcapacity in personal computer manufacturing, so they may be forced to compete on price for market share. This will mean a slowed growth in local wages, and potential layoffs in late 1999 if the market remains soft. Mergers, acquisitions, and market shifts have impacted Salem-based employees of large companies, such as Raytheon, Lockheed-Sanders, and Intel, along with smaller technology companies. These, and other Massachusetts border companies account for Rockingham County leading the state in unemployment, at a rate of 4% vs. a statewide rate of 3.1%. On the plus side, the move of Tilton Engineered Components to Salem, and Microwave Development Company from North Andover brought in 80 new jobs. The town is being courted by several companies searching for corporate expansion sites, but liquidity for commercial real estate development remains a problem. Retail development continues to be extremely competitive, with several projects underway. However, with consumer spending currently exceeding savings, late in 1999 local consumers may begin to shift their spending away from general retail establishments, just as Salem sees major expansion in its general retail marketplace with Target, Comp USA, Best Buy, and other value retailers opening here in 1999. Overall, our local economy is expected to post a growth of about 2.2%. Accordingly, wage growth will tend to soften in 1999 as unemployment rises slightly. Along with softening corporate profits in late 1999, we can also expect Year 2000 concerns to weaken consumer confidence, further slowing the economy by year end.

**3. Real Estate Trends.** With mortgage interest rates for new homes possibly hitting a low of 6.5% in 1999, area home builders and construction related business are expected to enjoy another robust year. IF there are no major impacts to consumer confidence. In 1998 the maximum number of single family residential permits for Salem (130) were issued by late fall. This event was *not* anticipated after 1997 housing starts were much lower than projected with 82 permits issued vs. 98 permits in 1996. With pent-up demand for new homes continuing in 1999, we expect the growth limit cap of 130 single family permits to be reached early in the year. But, price growth for new homes is expected to decline from the 7% rate of last year, to 3.6% this year as the economy continues to cool. While the value of single family home permits has been high, they have shared the spotlight with the exceptional value of commercial permits issued for projects such as Target, Salem Icenter, Southern New Hampshire Bank, Brooks Pharmacy, Salem Village Shoppes, and other smaller projects initiated by expanding businesses. 1998 is the third highest year on record for total value added to the tax base = $42.8 million. This total has been exceeded only in 1987 and 1993, the year that the Mall at Rockingham Park was built.

Commercial real estate was not substantially securitized in the 1980's, and when the US economy slowed in the late 1980's, traditional private financial institutions funding sources collapsed. Now, with REIT's , Commercial Mortgage Backed Securities, and more savvy institutional investors, the financial fundamentals for commercial real estate have much greater visibility. But, this same visibility causes these instruments to be treated much like all other securities, ensuing in more frequent turbulence in the real estate finance marketplace. The August 1998 crisis in liquidity has abated somewhat, but the return of capital to the commercial real estate market has been much slower than for the investment market in general. This loss in liquidity has caused the Boston-area commercial real estate development market to cool considerably since early 1998. However, with rents for commercial office remaining high inside of I-495, Salem may still reap benefit because of the

relative economics of location. We have over 400,000 square feet of commercial development currently in consideration by a combination of investors and area-based businesses. If business confidence remains high, 1999 could be another record year in commercial development for Salem.

***Community Development Department Initiatives***

**1998 Initiatives**. The intent of our initiatives section is to set forth what the department sees as key strategic issues it should pursue on behalf of the community. Below is a recap of our initiatives, with a status for each.

1. Master Plan Review and Update. Review of the master plan finds that, while it meets the minimum requirements of NH RSA 674:2, it does not provide sufficient implementation measures to guide community development in Salem.
   *Recommend: Community charrette to initiate the "vision" process and determine work products needed to implement the master plan. A late April or early May date is anticipated.*
   Status: Funding was unavailable in 1998. Salem competed for assistance to Plan New Hampshire, but was told that the scope of a community "vision" process was beyond the capability of the team. Both the Board of Selectmen and the Budget Committee have supported funding a tax base management plan in the 1999 budget to assist in planning physical development and economic development Intent is to use this plan to assist in developing a master plan in 2000.

2. Economic Development Plan. To determine the direction of Salem's economic health, a supplemental plan to the Master Plan is needed which focuses on the factors influencing a healthy local economy. This plan should provide the basic guidance for zoning and land use decision making, balanced against the social and environmental responsibilities held by municipal managers and elected and appointed policy makers.
   *Recommend: Demographic analysis and GIS to determine growth pattern indicators and to guide strategic growth. Tax base ratio analysis and review of tax revenues to determine targeting for future growth. Human resource analysis to provide info regarding skills, education, and labor pool characteristics for job growth.*
   Status: Both the Board of Selectmen and the Budget Committee have supported funding a tax base management plan in the 1999 budget to assist in planning physical development and economic development. Included in the plan is a computer based fiscal impact analysis model which will assist in forecasting the tax base implications of land use decisions. Additionally, the Greater Salem Chamber of Commerce has been active in working with both the state and local officials on economic development policy issues, helping to focus on Salem's role in the state economy.
3. Traffic Management Plan. Traffic is viewed as Salem's number one problem. A circulation or traffic management plan is needed to establish coordination of land use with clear priorities, based on planned growth - for new road development, road improvement, and the use of intelligent traffic systems (ITS) traffic control.
   *Recommend: Coordination with State DOT for Pelham Road, Salem Depot, and Route 111 corridor improvements, while working with local developers to improve traffic conditions for Stiles Road, Keewaydin Drive, Commercial Way, Northeastern Blvd, Manor Parkway, Brookdale Road, and Route 38.*
   Status: Workshop on North Broadway was held in late June, resulting in a draft plan for widening the roadway and providing additional signalization. Both the Board of Selectmen and the Budget Committee are supporting membership in the Rockingham Planning Commission, with the intent of using the staff in an increased role for support of regional traffic planning.
4. Open Space/Conservation Plan. There is a need to set specific goals and objectives for open space within the community. The Master Plan outlines broad goals and accomplishments, but fails to provide detailed guidance for the future. The Spicket River corridor needs near term guidelines, and land acquired to achieve the

mutually supporting objectives of protection of private/public property, protection of prime wetlands, and creation of open space, thereby providing a conservation corridor that also can function as a development edge.

*Recommend:*

*1. Planning and zoning consider providing clear "edges" or linkages between zoned uses to provide transitions between commercial zones and residential uses.*

*2. Review and update the Town Forest Management Plan.*

*3. Review and update the Town's Flood Management Plan.*

Status: Access improvements built to the Town Forest. Seniors Overlay District Ordinance, approved by Town Meeting in 1998, encourages use of seniors housing in transitional areas. No changes in zoning districts proposed until tax base management plan model is available. Flood Management Task Force is building regional coalition for cooperation on flood and development related issues.

5. Water Resources Management Plan. Watershed management is a mutual concern of the Public Works Director and the Community Development Director.

*Recommend:*

*1. Determination of need for analysis of acceleration of pollution from non-point source discharges.*

*2. Development of an NPDES management plan. Requires review of PDES/NPDES regulations mandated for local implementation. Coordination with Public Works and Health required.*

Status: Salem is currently exempt from NPDES regulation because of community size. However, a master list of remediation sites has been obtained and closer coordination has been implemented with the NH DES on sites which may be of hazard to drinking water resources. Sewer plan for lakes area is underway.

6. Redevelopment of Salem Depot. Goal is to improve traffic circulation and provide a commercial center core. Preliminary observation is that this last function may be better performed by Main Street than by the Depot. Current plan for road improvements in the depot will clearly impact at least 17 properties which may require acquisition by the Town for ROW.

*Recommend:*

*1. Zoning to encouragement of professional office pattern of growth along Main Street and preservation plan for all historic buildings, including stringent design guidelines.*

*2. Baseline analysis of property values and tax revenues to create a preliminary financial model to determine the feasibility of supporting redevelopment of the Depot through TIF.*

*3. Consultant support for development of an action plan, feasibility model, and marketing plan.*

*4. If supported by feasibility model, adopt RSA 162K to permit formation of a redevelopment district for the Depot.*

Status: Tax base inventory completed. Landscape architect intern used to conduct further conceptual studies of the depot area. Consulting firms interviewed for study and design work. Intent is to use Tax Base Management Plan, supported in the 1999 budget, to model the impact of development alternatives.

7. Industrial/Commercial Zoning

*Recommend: Numerous recommendations made for increasing/changing industrial and commercial zoning districts.*

Status: Tax Base Management Plan funding supported in the 1999 budget process and recommended to Town Meeting prior to any substantive changes in zoning districts.

8. Seniors Housing.

*Recommend: Zoning amendments to address seniors housing needs.*

Status: Adopted by 1998 Town Meeting

9. Town Center.

*Recommend: Creation of a town center district to accommodate existing non-conforming uses for facilities providing community services.*

Status: 1. Town Center District Ordinance adopted by 1998 Town Meeting
2. Analysis of current services and project future needs to support draft of community facilities master plan proposed to CIP Committee, rejected for 1999 funding.

10. Business visitation program. Feedback from key

business leaders is excellent. Need to implement a formal program.

*Recommend: Use responses from business visits to guide planning*

Status: Liaison with State Office of Business & Industrial Development coordinates this program with the Chamber and Community Development Department

**1999 Initiatives**. The Department views the Master Plan as critical to implementation of development initiatives and essential for building community consensus in the new millennium. Accordingly, we will not undertake any new initiatives for 1999 until the fate of the tax base managemen t plan is determined by Town Meeting.

*"1998 was a year of transition for the department and a remarkable year in Salem's growth and economic development. Processing over twice the total number of building permits as the previous year, the staff did a great job of working together and keeping their spirits up in the midst of the chaos of remodeling. Public acceptance of the changes is outstanding. Now that the dust has settled, we look forward to further improving our services in1999."*

*Community Development Director Jim Turse*

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E. James Turse
Community Development Director

## Building Inspections



*Sam Zannini*
*Chief Building Official*

In early 1998, the Building Department became a division of the new, integrated Community Development Department. A new, redesigned customer service and work area has resulted in a more efficient operation of our division. The demand for single family dwelling permits exceeded the 130 limit as set in the Residential Growth Limitation Ordinance adopted at the 1997 Town Meeting by October of 1997. This resulted in a waiting list for permits to be issued in January 1999. The number of building permits for new commercial projects declined to 11 in 1998, compared to 14 permits in 1997, with an estimated construction cost of $10,217,257. But, we issued over 107 commercial addition/alteration permits for a total of an estimated $4,428,600. Some of the more notable construction projects receiving permits in 1998 include: $1,250,000 addition to Andover Corp.; $550,000 office building by Brooks Properties on Red Roof Lane; a $1,386,000 industrial building on Northwestern Drive; $853,000 municipal water tower; $1,625,000 new office for Southern New Hampshire Bank on Pelham Road, $5,000,000, Salem Icenter on Lowell Road, $1.5 million shopping center on South Broadway (Village Shoppes), and $750,000 for the new Target store on South Broadway.

The number of minor home business permits issued this year remained steady at 35 this year compared to 34 permits issued in 1997.

The Building Division issued 2,519 permits during 1998, over double the total number of permits issued in 1997, and collected $184,373.90 in permit fees. The Division also issued a total of 177 Certificates of Occupancy. We also instituted new procedures for permits, approvals and code enforcement which resulted in a more comprehensive and streamlined process for everyone involved.

We want to take this opportunity to thank the

community for their patience during the renovations and revamping of our offices. I also want to extend my sincere appreciation to Building Inspector Warren Winter, Electrical Inspector Ken Sherwood, Ro Hartnett in the Planning Division, Carolyn Maldonado in the Engineering Division and Lydia Fortier for their hard work and for making 1998 a great year. We look forward to meeting the challenges of the new year and extend best wishes to the greater Salem community for 1999.

Samuel Zannini
Chief Building Official

## Capital Projects



*George Sealy*
*Capital Projects*
*Manager*

The Capital Projects Office has overall responsibility for the administration, cost control, and timely completion of projects that are determined to be Town capital expenditures (investment costs), or more complex in scope than can be built by Town workers. Now that they are complete the results of projects at the intersection of Route 28/111 and I-93, Exit 2 cause traffic to flow more safely and smoothly. However, the construction of these and other projects that took place over the past Spring, Summer and Fall represent only the visible part of the activities of the office. The planning, staff coordination, citizen information, and public safety issue aspects of the projects which must be addressed made for a very active year for this new position. During 1998 the Capital Projects Manager has administered the contracts ( and completed ), or is actively involved with the following projects:

- The design, reconstruction, resurfacing, inspection, and customer concerns of 24 Roads.
- Construction of municipal sewer and water lines with drainage and road repairs to an area around Canobie Lake (Phase I).
- Design of municipal sewer and water lines with drainage and road repairs to an area around Canobie Lake (Phase II).
- Expansion of Municipal Sewer to a section of Pond Street.
- Traffic signal improvements to intersection of Bridge/Main Street.
- Update to the computer model for the municipal water system.
- Assisting the Public Works Utilities Division in water system improvements that are coordinated with roadway repairs.
- Construction of a 1.4 million gallon water storage tank on Spicket Hill.
- Lakes area infrastructure study for water, sewer, drainage and roads on Salem's major ponds and lakes
- Sewer system infiltration and inflow investigation (Phase I).
- Expansion of Pine Hill Cemetery.
- Realignment of the south bound on-ramp RT#93 (exit 2) with Keewaydin Drive.
- Construction of improvements to intersection RT#111/28 (north-south left turn lanes).
- Coordination of the Remedial Action Plan at the abandoned Sewer Treatment Plant to ensure compliance with the State's Groundwater Management Zone Permit.
- Coordination of the Underground Fuel Storage Tank compliance and remediation plan (Phase I).
- Landfill testing and closure plan to ensure compliance with State DES and federal EPA mandates
- Management of the remodeling project of Municipal Office Building (upstairs).
- Management of the installation of a back-up generator for Town's computer system.
- Yearly evaluation and recommendation of the town Roadway Improvement Plan.
- Prepare and present budgets and warrant articles for designated projects.

These projects along with daily inter-departmental coordination, and participation in various smaller projects have made for a very busy year, with 1999 projected to be just as active.

George Sealy
Capital Projects Manager

## Engineering



*Jim Brown*
*Senior Engineer*

1998, our first full year as part of the Community Development Department, proved to be an extremely busy and exciting year. We experienced a dramatic increase in septic plans submitted for review, making this year our top year ever. We also had increases in the number of permits issued (largest increases in well and septic permits) , inspections performed, visitors to the office and phone calls received. Site/subdivision plans submitted for review dropped off a little this year but still made our top five.

The other aspects of our operation remain fairly level or increased slightly from last year. We saw approximately $3.5 million dollars of new residential subdivision infrastructure construction started this year as well as several large commercial projects and their associated offsite improvements. Many of these projects will continue into 1999 and the few years after.

We saw new storm water treatment technology being introduced to Salem as part of the new Target Stores site revitalization and expect to see more as this type of redevelopment occurs. In order to continue this trend, we look to strengthen our local regulations for storm water quality in the coming year.

I would like thank Joe Chamberlain, our Senior Engineering Technician, and Carolyn Maldonado, our new clerk, for all their hard work and dedication during an extremely busy year for a job well done. I would also like to thank all the people that we worked with over the past year for their patience in a year when it has often been difficult to provide our services in a timely fashion. Thank you again.

James S. Brown
Senior Engineer

## Health



*Suzanne Doucette*
*Health Officer*

The role of the health officer is mandated under NH RSA 128:5, that which states that the town health officer:

1. Shall enforce the public health laws and rules;

2. Shall make such sanitary investigations as may be directed by the local Board of Health, or as may be required by the NH Division of Public Health Services.

Food-borne illness outbreaks associated with foods previously considered non-potentially hazardous continue to be an increasing public health concern nationwide. In an attempt to address newly recognized food safety risks, the NH legislature adopted a new state food code in March. As one of New Hampshire's twelve self-inspecting municipalities, Salem's food code must be at least as stringent as the state law. On October 19, 1998, the Board of Health adopted a more comprehensive, Salem Chapter 196, The Sanitary Production and Distribution of Food. In addition to technical food preparation changes, the new code prohibits bare hand contact of ready to-eat-foods and establishes a new food establishment licensing fee structure effective January 1, 1999 that closely parallels the state-wide licensing fee structure.

A resurgence of the mid-Atlantic rabies outbreak occurred in Salem this year. A rabies positive cat, raccoon and two skunks serve to remind everyone of the required rabies immunizations for cats and dogs in NH and to remember to use caution when handling pets following an encounter with wildlife. High Escherichia coli bacterial counts at an Arlington Pond Association Beach in July was once again traced to duck excrement. Residents are urged not to attract ducks by feeding them.

The first phase of the Canobie Lake Sewer Project nears completion. Several home owners in that area currently on holding tanks will soon be connected to

the municipal sewer system. This project will add another measure of protection to the Canobie Lake municipal water supply. Other Salem holding tank property owners are again reminded that state and local septic system regulations require that pumping receipts be sent to the health officer quarterly. The quarterly dates are: January 1st, April 1st, July 1st and October 1st of each year.

The Comprehensive State Groundwater Protection Program (CSGWPP) Advisory Committee recommendations have been completed and our findings forwarded to the NH Groundwater Protection Bureau for appropriate rule changes regarding source water protection, non-point source and Best Management Practices (BMP) issues. Rule changes are expected in the spring. Locally, the Salem/Windham Groundwater Protection Program inventory in the wellhead and watershed reclassification areas is being updated. The next round of inspections, required every three years under the reclassification requirements, is expected to begin in 1999.

Concerns and complaints regarding failed septic systems, asbestos, radon, lead and other environmental issues continue to increase as a more informed public reports its observations. It is the goal of the department to bring these issues into compliance as expediently as possible. Public input and comments are welcomed.

Suzanne B. Doucette
Health Officer

## Planning



*Ross Moldoff*
*Planning Director*

The Planning Division consists of Planning Director Ross Moldoff and Administrative Secretary Rosemarie Hartnett. Our first responsibility is administering the Town's planning laws, including zoning, subdivision, site plan, and other regulations. This involves extensive dealings with the public, reviewing plans and proposals, inspecting sites, working with other staff, consultants, and applicants, and arranging Planning Board meetings. In 1998, the Planning Board met 26 times, reviewed 87 agenda items and 81 non-agenda requests.

We also provide staff support to the Conservation Commission, which met 12 times and reviewed 18 plans in 1998.

Our second major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, helping to prepare the Capital Improvements Plan and working on a variety of miscellaneous planning projects.

Other Planning Division highlights in 1998 included:

- Moving and reorganizing under the Community Development Department.
- Using comment cards to measure customer satisfaction.
- Coordinating construction of a new parking lot and pedestrian bridge on Route 111 for the Town Forest.
- Working with the Conservation Commission to acquire and protect conservation land.
- Updating the Town's Development Handbook.
- Coordinating the Garden Club's Commercial Landscaping Awards.
- Participating on the Rockingham Economic Development Corporation's Board of Directors.
- Helping to prepare a grant application for a new Senior Center.
- Investigating numerous planning-related, code enforcement complaints.
- Collecting over $250,000 in school impact fees and almost $85,000 in road impact fees.
- Presenting a paper at the National Conference of the American Planning Association.

We urge citizens to participate in the planning process by reading the Town's Master Plan and Land Use Controls book, attending or watching meetings, voicing their opinions in person or by mail, volunteering for subcommittees, or visiting the Planning Division office. Also, see the town's Internet Web page at www.ci.salem.nh.us.

We thank everyone who worked with us in 1998 and we look forward to another productive year in 1999.

Ross A. Moldoff
Planning Director

## ELDER SERVICES



*Sally Sweet*
*Elder Services*
*Coordinator*

The Salem Senior Center is open Monday through Friday from 9:00 a.m. to 5:00 p.m. The seniors meet to join in activities and socialize. For a donation a noon meal is available and furnished by the Rockingham County Nutrition Program.

Activities offered include Line Dancing, Square Dancing, Bid Whist, Bridge, Scat, Cribbage, 45's, Beano, Painting, Ceramics, Weight Loss Program, Tai'Chi, Easy Tone Machines, Aerobics, Arts & Crafts, Knitting & Crocheting, Scrabble, and the Salem Choral Group. Bowlers meet at Park Place Lanes in Windham on Fridays at 9:30 a.m.

A handicapped accessible van brings seniors to the Center to participate in the activities and/or for lunch. They are picked up at their homes and returned following the meal and/or activity. The van also takes them grocery shopping and to medical appointments in Salem on Monday and Thursday mornings.

The 24th Annual Health and Information Fair was held in September. Screening and information tables were available and flu shots given free of charge.

By request identification cards are furnished Salem residents 60 years of age or older. The Vial of Life Program consists of a vial in which is placed a statistical paper containing pertinent medical information, hospital preference, next of kin to be notified in case of emergency, doctor's name, medication and dosage taken. Medics and ambulance attendants are aware of this program. This information is used **only** in case of an accident or emergency.

Seniors volunteer at Salem schools, Town Office, Police Station, Nursing Homes, churches, hospitals and the Center. The Salem Council on Aging meets six times a year on the third Thursday at 5:00 p.m.; the Rebekahs meet on the first and third Mondays at 7:00 p.m. All meetings are held at the center.

The "Salem Senior Column" is published weekly in the Salem Observer, Manchester Union Leader, Silver Sentinel, Forever Young Magazine and Lawrence Eagle Tribune. The "Town Crier" is a newsletter published from the Center and mailed every other month to senior citizens. It informs them of activities in the community as well as other pertinent informational items. The Salem Police and Fire Departments are invited to submit articles.

Seminars and informal discussions were held on the following subjects: new technology for people with low vision conditions; the benefits of Direct Deposit of Social Security Checks; Early Alzheimer vs Normal Aging; Diabetes, Glucose and ideas to improve the numbers; the Ten Biggest Mistakes Retirees Make and How to Avoid Them; Managed Care; early symptoms of hearing loss, signs and symptoms to look for, low back pain and how to manage back problems through lifestyle modifications and exercise.

The local V.F.W. sponsors a special Valentine and Halloween dance for the seniors every year. The Derry-Salem Elks cooks and serves Thanksgiving Day dinner at their lodge on Route 111; volunteer town residents deliver to the homebound. The Salem High School Student Council sponsors the Annual Senior Citizen "Young at Heart" Ball in April. Salem firefighters prepare a spaghetti luncheon during the holidays.

The "Good Morning" program is a safety precaution for seniors living alone. The Living Will application is available for seniors. This is assistance with Medicare, medical and income tax forms, general problems, referrals and disbursement of information (both specific and general). Free Notary Public services and income tax preparation are provided. The town pays the Holy Family Hospital to supervise a blood pressure and blood sugar clinic at the Center on the third Tuesday of each month at 12 noon - blood pressure, blood sugar is taken every other month at 11:00 a.m. on the same day. In October of last year, Columbia Home Care - Parkland Medical Center commenced a free blood pressure clinic the first Tuesday of every month.

*"Without the commitment and dedication of the elderly volunteers, the many projects and activities could not have been accomplished."*

*Elder Services Coordinator Sally Sweet*

Presentations of trips and travel plans for the year are given by professional tour groups. Overnight, day and week-long excursions are scheduled. Christmas Fund activities are coordinated from the Center.

The Salem Senior Choral Group entertains residents of retirement and nursing homes in Salem and surrounding communities and is well received wherever they go. The group also raises money for the benefit of the Greater Salem Caregivers.

Without the commitment and dedication of the elderly volunteers, the many projects and activities could not have been accomplished.

Sally Sweet
Elder Services Coordinator

## FINANCE DEPARTMENT



*Frances Bernard*
*Finance Director*

You will notice that the financial information presented in this year's annual report is different from what has previously been exhibited. The purpose of the change is to provide meaningful information in a format that is more easily understood by the reader. For the first time, we are providing balance sheets, by fund, so the citizens can view the entire financial position of the Town instead of just the expenditures and revenues of the year. The expenditures and revenues have been formatted to mirror the categories used in the Town Meeting Warrant for ease of comparison. New reports have been added to illustrate the change in General Fund undesignated balance (surplus), a five-year history of property taxes and assessed valuation and a schedule of Town-owned property.

*Salem's future is bright, due in part, to its healthy financial position*

*Finance Director Fran Bernard*

The Town was the recipient of five unanticipated grants during 1998. A Community Development Block Grant (CDBG) in the amount of $11,500 provided funding for a feasibility study for a new facility which would house the Salem Senior Center and the Rockingham Community Action Program. A $5,000 grant from the Northeast States Emergency Consortium (NESEC) was used to install a remote river monitor at the crossing of the Spicket River and Route 28. The Federal Emergency Management Agency (FEMA) provided $54,754 in reimbursement for expenses incurred as a result of the June flooding. A $7,500 grant from the New Hampshire Office of Emergency Management will be used for the preparation of a flood mitigation plan. A $13,369 Local Law Enforcement Block Grant provided funding for police computer equipment.

Two bond issues were approved at the 1998 Town Meeting. One was for the construction of a water storage tank on Spicket Hill. The amount of the bond is $1,023,000 with an average interest rate of 4.822% for a period of fifteen (15) years. The second was for the extension of water and sewer lines in the South Shore Drive area of Canobie Lake. The amount of the bond is $1,170,354 with an average interest rate of 4.916% for a period of twenty (20) years.

In closing, Salem's future is bright, due in part, to its healthy financial position

Frances A. Bernard
Finance Director

## FIRE DEPARTMENT



*John Nadeau*
*Fire Chief*

1998 marks the fifth consecutive year that we celebrate completion of the year with zero fire deaths, completion of the year under budget, and procurement of all planned operating and capital project items. 1998 marks the completion of our first full year under our re-organization. We experienced continued residual savings in our operating budget and are experiencing our highest levels of productivity and efficiency. Twelve person on duty staffing levels were maintained throughout the year. Fire company utilization rates peaked during the summer months, with significant increases in motor vehicle crashes.

As we enter 1999, we continue to monitor fire company utilization rates, in an effort to maintain service levels while maximizing productivity.

Salem Fire managed a total of 3489 emergency incidents, an average of ten calls per day. Our people continued to excel, providing rescue, fire control and property conservation services, with an emphasis on quality customer service, rapid response, and intervention. While each of these emergency events is significant, especially to those involved in the crisis, three major events are noteworthy . In June, President Clinton declared Salem a "disaster area" due to significant flooding in the community. The Presidential declaration allowed us to recoup state and federal grants to offset response and mitigation expenses. Our team of professional firefighters, paramedics, EMT's and emergency management volunteers responded to this event, providing direct support to citizens, working with them to protect their homes. Our personnel care about Salem and it shows day in and day out.

In July, Salem Fire managed a fuming nitric acid spill at Dames and Moore. This marked the first time our haz mat team was fully mobilized. Our personnel were credited with saving a victim's eyesight by a Boston emergency room physician. In addition, our incident command and control structure was cited as exceptional by several state and local response agencies.

> *"Our personnel cares about Salem and it shows, day in and day out."*
>
> *Fire Chief John Nadeau*

In October, we managed a three-alarm fire in a multi-family apartment complex on Tiffany Road. Our personnel effected two rescues at this incident, including removal of a victim through a window and down a ground ladder.

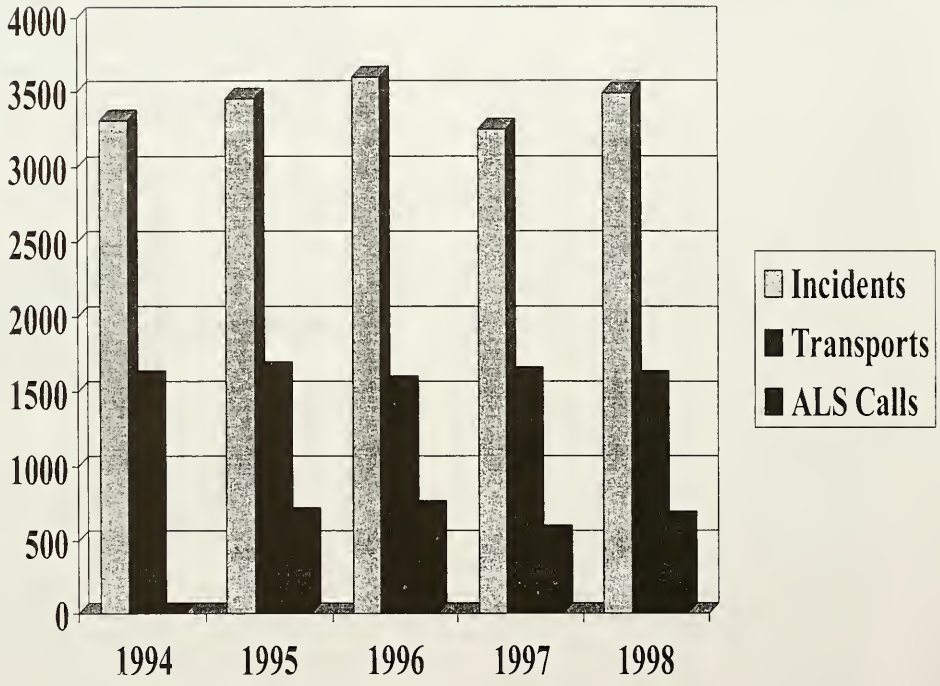
Our advanced life support service continued to prosper. Using a paramedic intercept vehicle, our system is gaining regional and statewide recognition as a model.

Last but certainly not least, Salem Fire received a Gold Circle partnership award from Governor Shaheen, recognizing our work with Salem High School's student driver education program.

This report is concluded with charts and statistics on emergency response and fire inspection activity.

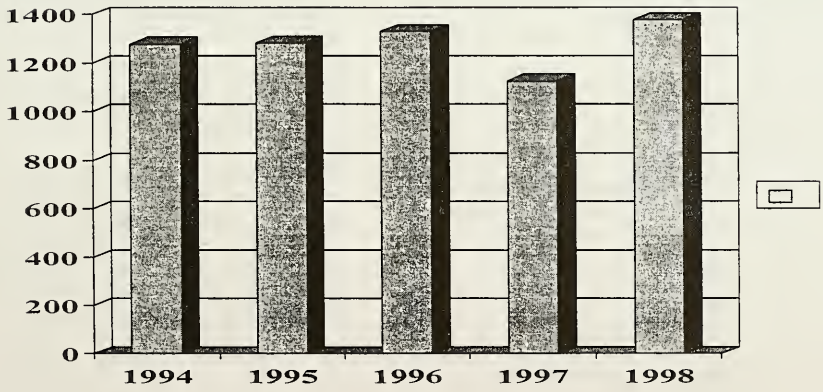
John R. Nadeau
Fire Chief

# *Salem Fire Rescue Response Data (1994 - 1998)*



# *Fire Prevention Inspection Totals*

| | | | |
|---|---|---|---|
| Automatic Extinguishing Systems | 9 | Building Plans | 13 |
| Certificate of Occupancy | 281 | Complaint Investigations | 48 |
| Construction Inspections | 13 | Consultations | 63 |
| Fire Alarm Systems | 86 | Fire Alarm Plan Reviews | 42 |
| Fire Investigations | 14 | Fire Lane Violations | 6 |
| Flammable Liquid Installations | 38 | LP Gas Installation | 208 |
| Oil Burner Installation | 173 | Place of Assembly | 63 |
| Site Plan Review | 56 | Sprinkler Systems | 87 |
| Sprinkler Plan Reviews | 28 | Underground Tank Removal | 35 |
| Wood Stove Installations | 21 | | |
| 1998 Totals | 1376 | | |



# HUMAN RESOURCES DEPARTMENT



*Mary Donovan*
*Human Resources*
*Manager*

Throughout the year, the Human Resources Department remained focused on its mission statement and goals:

*To plan and administer policies, practices, and procedures relating to all phases of personnel activity within the Town of Salem. Human Resources will oversee the recruitment and retention of employees. All conditions of employment will be managed on a fair and equitable manner to insure the smooth operation of the Town.*

> *"Throughout the year, the Human Resources Department remained focused on its mission statement and goals "*
>
> *Human Resources Manager*
> *Mary Donovan*

In the spirit of this mission of supporting the community and employees, the department processed and coordinated the following:

- ***Job Postings***
  - **New Hires**
    - Full-Time: 16
    - Part-Time: 9
    - Summer Recreation Programs: 23
    - Summer/Winter Public Works Programs: 16
  - **Resignations:** 6
  - **Retirements:** 4
  - **Transfers/Promotions:** 13
- ***Entrance Exams and Contractual Promotional Exams***

Promotional and qualifying exams are coordinated and administered through the Human Resources Department for hiring purposes and to establish eligibility for promotion in the ranks.

- ***Employee Performance Evaluations***

A performance evaluation program has been updated and fully developed for the Town of Salem. The elements of the program focus on department-based accountability, customer service and peak performance. Training will be made available to supervisors and raters to ensure quality in the program. Employees can expect to be aware of performance and standards and expectations on an ongoing basis.

- ***Harvard Pilgrim Health Care***

Human Resources coordinated the transition of active and retired employees from Blue Cross/Blue Shield's traditional indemnity plans to Harvard Pilgrim Health Care HMO/POS and retirement health insurance products. Enrollments were processed in April and June. Over 250 employees and retirees were counseled through a series of informational seminars. These seminars were offered to large groups of employees following preliminary introduction meetings with the various union negotiating teams. Additionally, individual appointments were scheduled on a daily basis during the open enrollment period.

- ***Workers' Compensation Loss Prevention Management***

Human Resources worked closely with the Comp Funds carrier to monitor injury claims. Each claim is reviewed and discussed with Comp Funds representatives. Where appropriate, IME (independent medical evaluations) have been ordered. Claims liability financial exposure has been reduced significantly, as show below:

| | 1996 | 1997 | 1998 |
|---|---|---|---|
| Loss Ratio | 90% | 50% | 27% |
| Loss Fund Ratio | 112% | 62% | 33% |
| Number of Claims | 75 | 74 | 48 |

- ***Job Descriptions***

Approximately 100 job descriptions have been developed, revised, rewritten and reviewed. Job specifications had not been updated in any comprehensive way since 1978. These descriptions are available on disk for departmental use and are fully compliant with the Americans with Disabilities Act (ADA). Additionally, to enhance our job posting and recruitment efforts we include these current specifications with each posting.

- ***Department of Labor - Safety Inspection***

In June, the Town of Salem was fully inspected by the NH Department of Labor. This inspection was unannounced and lasted several days. The results of the inspection cited the Town on several safety issues which we addressed in a timely and efficient manner.

***Town of Salem Safety Program***

A comprehensive safety program manual has been developed for the Town of Salem. The Joint Loss Management Committee, chaired by the Human Resources Manager, will meet to comply with the NH labor laws. The committee will meet regularly to promote safety values, procedures, and policies.

- ***Surveys***

Human Resources participates in approximately 12 major surveys per year, local, state, and federal. Information on wages, benefits and conditions of employment are gathered. Additionally, in 1999 Salem will be hosting a workshop to draw Human Resources professionals in south central NH together to exchange valuable survey information regarding employment trends including salary and benefits of comparable communities.

- ***Employee Handbook***

An employee handbook has been developed. Due to the complexity and heterogeneity of employee groups in Salem, it has been difficult and challenging to develop a comprehensive Town-wide handbook. The handbook is scheduled for distribution in March.

- ***Training Programs***

Human Resources is developing employee training and staff development programs. As a result of a recent survey, areas of interest to departments and employee groups have been identified.

- ***Grievance/Arbitration***

The Human Resources Department has processed and reviewed, served as hearing officer, scheduled arbitrations, and testified in over 50 arbitrations.

Mary E. Donovan
Human Resources Manager

# HUMAN SERVICES DEPARTMENT



*Robert Loranger*
*Administrator*

The Town Human Service Department provides emergency and temporary assistance for Salem residents as defined by State Statute RSA 165. Eligibility is based on need, and is determined, each time a formal request for assistance is made through an application process, based on guidelines adopted by the Salem Board of Selectmen. Assistance is provided through vouchers or directly to vendors for such basic needs as food, fuel for heat, utilities, shelter, prescriptions and other necessities. Referrals to other resources, such as State and Federal Programs, food pantries, etc., are made before local tax dollars are utilized whenever possible.

> *"We will continue to provide temporary financial assistance, need services, information and, referrals to the community in a professional manner ..... and to encourage self-sufficiency."*

Liens, according to State Law, are placed on properties and future settlements of those assisted. In 1998 the Town was reimbursed over $50,000 for past assistance provided. Some recipients, if able, reimburse the Town through a work program. Reimbursements through the Town Work Program have decreased as a result of an excellent job market where the Town priority is to have clients find work.

The Town in 1998 assisted 236 families and over 525 residents. The budgetary cost for General Assistance in 1998 was $133,636. The largest percentage of families were assisted with food and housing. Rising rents appear to have affected low income households.

We will continue to provide temporary financial assistance, need services, information and referrals, in a professional manner to the community ..... and to encourage self-sufficiency.

Robert Loranger
Welfare Administrator

## Town Funded Human Services

The Town funded the following human services to help serve Salem residents in 1998:

**Home Health Care/Clinics**
$35,000 was allocated in Town funding in 1998. The Town contracted with these agencies to provide health care and health care related services. The Northeast Rehabilitation Hospital located in Salem to provide skilled home visits to Salem frail and elderly residents who do not have the necessary income for these services. In addition the Town of Salem contracted with the Holy Family Hospital to provide community health clinics for Salem's seniors and Salem's children. Holy Family Hospital provides blood pressure readings on a monthly basis at the Salem Senior Center and glucose screening every other month at the Salem Senior Center. Holy Family also provides immunizations for children of Salem's low income households. The Greater Salem Family Child Care Association provided home visiting nurses and child development services to young mothers and mothers with newborns. Also provided parenting workshops, parenting libraries, and babysitting training and network. A Parenting Resource Center has been established at the Fisk School.

**Greater Salem Caregivers**
The Greater Salem Caregivers received $15,000 in Town funding in 1998. Caregivers provides supportive services, through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound, and to those individuals with other "special needs." Volunteers provide rides for medical appointments, friendly visits, do errands, chores and minor repairs. Assistance is provided in locating other services, support, and professional care. In 1998 Caregivers served approximately 409 Salem residents, over 50 more than last year, with 3,223 units of service.

primarily for transportation to medical appointments. Caregivers' has more than doubled the number of miles driven to transport Salem clients and increased the number of seniors visited by volunteers.

**A Safe Place/Women's Resource Center/Rape and Assault Center**

These three agencies together received a total of $3,500 of Town funding in 1998. The three agencies coordinated services to provide direct services to battered women and their children including emergency shelter, a 24-hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and live free from violence. More than 210 individuals were assisted in 1998. A Safe Place has a drop-in center with part-time hours for the Greater Salem area. Their local telephone number is #890-6392.

**Retired Senior Volunteer Program (RSVP)**

RSVP received a $4,000 Town allocation in 1998. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 55 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 1998 Salem's RSVP volunteers contributed over 25,000 hours to 25 nonprofit agencies, such as the Salem Boys & Girls Club, SalemHaven Nursing Home, Millville Arms Association, Salem Senior Nutrition, Greater Salem Caregivers, Greater Salem Chamber of Commerce, Salem Fire Department, Salem Police Department, Salem Senior Center and Choral Group, Salem Knitters, Salem Historical Museum, Silverthorne Adult Day Care, and Telfer Circle Senior Bingo and Crafts.

**Big Brothers/Big Sisters Program**

The Big Brothers/Big Sisters received $14,500 in Town funding in 1998. The purpose of Big Brothers/Big Sisters is to provide 7-14 year old children from single parent families with consistent, one-to-one long term relationships with capable, caring adult volunteers. The program seeks not only to prevent problems but to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 1998 there were 32 Little Brothers and Little Sisters matched with Big Brothers and Big Sisters.

**Rockingham County Community Action Program (RCCAP)**

RCCAP received $21,100 in 1998. RCCAP'S mission is to serve the needs of the areas low income residents by assisting them in coping with the hardships of poverty. RCCAP has an outreach office in Salem and provided 208 residents with fuel assistance last year. It has also provided Salem residents with other services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and disabled, etc. The total value of services to Salem residents was over $459,883.

**Rockingham Nutrition Meals On Wheels**

Rockingham Nutrition Meals On Wheels received $7,505 in 1998 from the Town of Salem. The Nutrition Program provides hot noon lunches at the Salem Senior Center on Lawrence Road, five days a week and delivers noon meals to those residents who are homebound. Last year the Nutrition Program provided meals to 318 Salem residents. Provisions are provided for two meals a day if needed. A grand total of 24,580 meals (a 7% increase) were provided for the Salem site. The Nutrition Program telephone number is #893-2137.

**Rockingham VNA and Hospice**

Town allocated $7,000 towards the Hospice Program in 1998. The agency provided Hospice care to nine (9) Salem residents (and families) who were terminally ill last year. Allocation helps support volunteer services and bereavement groups.

**Community Health Services, Inc.**

Community Health Services, Inc., received $10,000 in 1998 from the Town of Salem. The agencies' mission is to provide comprehensive health care including primary care physicians, specialists, mental health services, pharmaceutical medications and hospital care at low cost to Salem's low income residents who work, are without health care insurance, are not eligible for federal health care programs, and cannot afford health insurance. The value of services to 92 clients served in 1998 was $110,000.

# INFORMATION SERVICES DEPARTMENT



*John Bernard*
*Information Services Manager*

Salem's Information Services Department is charged with providing technology related services to all departments at the Town Hall, the Police Department, the Fire Department, the Public Works Department, the Water Treatment Plant and the Senior Center. These services include the procurement of computer hardware, software, supplies, and training tools. They also include software development, systems and data security, hardware and software training, hardware and software maintenance and technical support for the Town's computer users.

> *"This department is spearheading the efforts towards Year 2000 (Y2K) compliancy.....Our mission critical computer hardware is Y2K compliant..... Our personal computer inventory has yet to be analyzed but we have the tools necessary to do that. Much of our labor resources will be focused on this issue in 1999."*
>
> *IS Manager John Bernard*

Following is a brief description of the major projects we worked on during 1998.

- The most comprehensive project undertaken this year was the reprogramming effort required to implement "Central Collections" at the Town Hall. The Tax and Town Clerk operations were combined into one collections function. This provided the customer the convenience of stopping at one collections window to do all tax/town clerk related transactions and the ability to pay with one check. Prior to "Central Collections", the tax and town clerk functions were handled separately. The customer had to stand in separate lines to have transactions processed and had to pay with multiple checks. Not only has this provided a more convenient way for the customer to do business but it has made existing staff more efficient and productive. While reprogramming the systems involved, they were brought into Year 2000 compliancy. We also changed the way year-end processing occurred. Now, as one fiscal year comes to a close and a new one begins the change is seamless to the customer and to the clerks handling transactions. Prior to this change, only one fiscal year could be open at a time.

- The Health Department permitting process was redesigned to improve the integration of that system with the internal financial and other record keeping systems. Checks and balances were put into place and the electronic printing of the permits was implemented.

- The Town's Geographic Information System (GIS) continued to see enhancements this year. A GIS is an 'electronic mapping' system. GIS project leader, Zheng Zhou, was hired in March. Many new maps were produced to be used for planning and presentations. The data received from the aerial photography in 1997 continued to be processed, field checked and updated. The street maps used by the Fire Department in their vehicles were redesigned and automated using GIS data. Those maps had previously been hand drawn and were out of date. They are now electronically produced and contain more information than before. The Fire Department performed a valuable service for the GIS in field checking the location of all fire hydrants and in verifying the accuracy of street names. Another major GIS development was being accepted for a GIS software grant from ESRI, a leading GIS software producer. This grant consisted of approximately $27,000 worth of free software. We are looking forward to expanding our GIS capabilities in 1999 with this grant.

- Significant enhancements were made town-wide to the computer network infrastructure. Our personal computer inventory was upgraded, a Microsoft NT server was installed in the Police and Fire Departments, laser printers were

brought in as shared departmental printers and an IBM AS/400 was purchased for the Police Department for record keeping and computer aided dispatch applications.

- This department is spearheading the efforts towards Year 2000 (Y2K) compliancy. Our software vendors have been contacted and new software releases are arriving that are Y2K compliant. Our internal business applications are being reviewed and modified as needed. Our mission critical computer hardware is Y2K compliant. Our personal computer inventory has yet to be analyzed but we have the tools necessary to do that. Much of our labor resources will be focused on this issue in 1999.

- Voice Mail was implemented this year beginning in the spring. It was a project requiring a significant time investment.

- We began the process of shifting the bulk of our special forms printing to laser printers. We are starting with Accounts Payable and Payroll checks and Direct Deposit forms. The benefits are forms cost reductions, better looking forms, improved security, faster printing, increased labor efficiencies and reduced mailing costs.

The mission of the Information Services Department is to maximize productivity and efficiency through automation. In that regard, I want to sincerely thank my partners, Karen Landry and Zheng Zhou, for doing their part towards the achievement of that goal.

John A. Bernard
Information Services Manager

## POLICE DEPARTMENT




*Stephen Mac Kinnon*
*Police Chief*

During the Annual Town Meeting in 1998 the community authorized an increase in staffing for the Police Department for the first time since 1986. We now have 57 police officers (up from 55 in 1997). Five of these officers are covered by various grants. While we still feel a shortage in staffing because we are not keeping pace with demands for services, these additional officers have allowed us to improve our ability to serve the community.

**Personnel:** In 1998 we saw two officers retire after each served the community for a significant period of time. Lieutenant Robert McGuire retired after serving 20 years; Juvenile Detective Phil Smith, Sr. has left after being with the agency for over 30 years. Each made countless contributions to the community throughout their career. In addition, both were instrumental in police operations and were considered valuable employees because of their compassion and commitment to Salem. Their presence will be missed.

Because of numerous vacancies during the year we added a number of new employees. We welcomed Officers Shane Childs, Mark Prescott, Kristin Fili, Matt Norcross and Jeffrey Ouelette which brought us back up to full staffing. Dispatchers Anthony Oliveri and Christine Guptil filled out the ranks of our Communications Unit. We know they will become valuable assets to the community.

During 1998 we changed our organizational structure from a two-division system each overseen by a Police Captain to a smaller Unit system, each overseen by a police or civilian supervisor. This approach has increased accountability, streamlined the organization, and continues to make us more efficient and effective.

**Criminal Activity:** In 1998 the FBI announced that the national crime rate has fallen again. Salem has seen its first decrease in six years. In 1997 we saw a 13.27% *increase*; now with 1998 closed we found an additional 11.3% decrease. While we finally have a decrease we are not satisfied with our crime rate which continues to be the second highest in the state (after Manchester). There are simply not enough officers and support personnel to handle the workload we have now. It is too simplistic to suggest by simply assigning more officers to the street we will reduce crime. That has been

disproved in countless studies. What we continue to feel there is a need for prevention efforts. But until staffing levels allow for such services to occur we are not confident we can have a significant impact on the crime rate.

Criminal activity in Salem is due to a number of factors including being a border community with a large commercial base and a large transient population. We must also note the increased sophistication of the criminal. For example, in 1998 we investigated a large number of crimes involving computers and the internet (including the computerized counterfeiting of money), credit card fraud, and other crimes commonly referred to as "white collar crimes." The investigation of these crimes requires extensive man hours as well as the need for increased training on the part of our investigators.

The following are some statistics for general information purposes. The number in parenthesis indicates the same statistic for 1997:

| | | |
|---|---|---|
| Calls for Service | 30,365 | (32,316) |
| Burglaries | 93 | (124) |
| Stolen Motor Vehicles | 296 | (304) |
| Assaults | 195 | (189) |
| Robberies | 15 | (15) |
| Thefts | 656 | (784) |
| Shoplifting | 440 | (504) |
| M/V Summons/Warnings | 9,235 | (9,613) |
| DWI Arrests | 171 | (171) |
| Adult Arrests | 2,228 | (1,926) |
| Juvenile Arrests | 318 | (336) |

**Services to the Community:** The Community Services Unit has been extremely active in providing juvenile services. Much of our focus has been intervention and diversion of juvenile offenders rather than arrest. Our efforts in the schools and the community have received statewide attention and have become a model for other towns and school districts to mirror.

Two P.O.P. Teams (Problem Oriented Policing) were established in 1998, allowed because of the increased staffing. These teams are off the regular schedule and are used to target specific criminal activities or traffic problems. The community is encouraged to call us to advise where police services are needed; we will often use the POP Teams to come up with innovative ways to address those concerns.

1998 saw a significant amount of training for both police officers and support staff. Our reliance on the computers continues to expand with the need for specialized training. We have also sent officers to a wide variety of schools to make them more effective in carrying out assignments. We taught countless classes in the schools as well as making presentations within the community in 1998. Should your organization wish a presentation on any police related matter we will be happy to assist you.

**Additional Areas:** In early 1998 we added a major component to our computer system, that of a Computer Aided Dispatch (CAD) module. This aids dispatchers and officers in responding to calls for service by supplying a history of the address we are responding to. CAD also generates increased statistics for analysis purposes. Computers in the police cruisers now have the ability to run registrations and other inquiries reducing the workload of the dispatcher while increasing productivity in the field.

The police facility continues to be very cramped. We operate out of a facility of 9,000+ square feet that houses 75 full time employees. We have run out of office and storage space and have sacrificed floor space to other needs. This has a direct impact on our ability to do the job the best way possible.

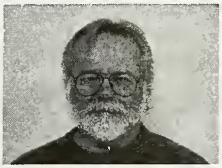
*"...now with 1998 closed we found an additional 11.3% decrease. While we finally have a decrease, we are not satisfied with our crime rate which continued to be the second highest in the state."*

*Police Chief Stephen Mac Kinnon*

We appreciate the ongoing support we have received from the residents of Salem. We continue to encourage you to call anytime for comments, criticisms, or suggestions on how we might better serve you. I wish to express my appreciation to the Board of Selectmen, Town Manager, and other town departments for aiding us to achieve our mission.

Stephen Mac Kinnon
Chief of Police

# PUBLIC WORKS DEPARTMENT



*Rodney Bartlett*
*Acting Public Works Director*

## Highway

The year 1998 was a relatively quiet year for the snow and ice removal teams at Public Works, with less than a half dozen town wide operations for the entire year. Our changing weather patterns seem to indicate more and more mixed weather events in the winter season with ice, sleet, and freezing rain becoming more common place. These conditions are some of the most difficult to contend with during winter months. Our group of Public Works employees and equipment and private contractors cover 15 salt and sand routes and 29 snow plow routes covering more than 350 lane miles of roadway.

The Spring of 1998 was very wet, leading up to a major flood event in June. Hundreds of man hours were dedicated to the flood event with traffic control, bridge and dam monitoring, and support to fire and police efforts. The remainder of the month of June was consumed with repair and cleanup of erosion, drainage failures, and road repairs that were resultant to the flood.

All annual roadway maintenance programs continued throughout the year. Including painting of traffic markings, infrared pavement repair, crack seal pavement repair, street sweeping, catch basin cleaning, roadside shoulder and ditch line work, grading of dirt roads, and the repair of more than 30 catch basins. Many small areas were paved to repair deficiencies, and portions of Car Mar Lane, Robinson Road, Plaistead Circle, and Shannon Road between Providence Hill Road and Atkinson Road.

Our summertime maintenance efforts are directed towards controlling storm water flow in ditch lines and swales which improve pavement life and reduces winter call outs for icy spots. This continued effort will save time and money in the long run.

Several major landscaping efforts were undertaken in conjunction with the Town wide Beautification plan. Areas of particular note are Town Common, Tow Hall, Routes 111and 28 and Geremonty Drive. A major effort at "The Common" include a new Christmas Tree, extensive granite block walls, shrubbery and a new flagpole. Brick walkways will be installed in the Spring of 1999. The work at Town Hall included painting, drainage, gutters, new vinyl shutters, shrubbery, and a brick walkway.

At the intersection of Routes 111 & 28 a landscape mound was constructed and planted and the existing landscape "spruced" up. These efforts are being undertaken in anticipation of the Town's "250th" celebration. Upkeep of our recreational facilities include Hedgehog Park, Michelle Park, Palmer Field, and many other Town owned properties. Of particular note the infield of Bergeron Field at Michelle Park was sodded in late fall and we look forward to excellent playing conditions in the 1999 season.

The Phase I expansion of Pine Grove Cemetery was completed. There were 90 burials and 24 cremations in 1998. Sale of lots are still on an as needed basis, for Salem residents only.

Our Solid Waste personnel oversee and operate the facilities on Shannon Road handling waste products from household wastes to wood and brush. The construction and demolition landfill is scheduled for closure in the Spring of 1999, other disposal options are being investigated.

Maintenance of our vehicle fleet is a continuous effort, which includes inspections and repairs on more than 70 pieces of equipment plus small engine pieces such as lawnmowers, and chain saws.

*"The Public Works Department will continue to strive to provide effective and efficient programs to the community."*

*Acting Public Works Director Rodney Bartlett*

The Public Works Department will continue to strive to provide effective and efficient

programs to the community. I would like to thank all the Public Works Department employees for a job well done in 1998 and look forward to many more accomplishments in 1999.

Rodney Bartlett
Operations Manager

## Utilities

Water

Water from Arlington Pond was heavily utilized in 1998 as we continued to process it for drinking water until the end of May. Over 312 million gallons was processed for the year from this source. In the Spring, the Utilities Division initiated the first distribution system flushing in many years. In years past, this very important maintenance practice was not performed due to concerns over water shortages. This provided the Division with excellent information on malfunctioning fire hydrants. These faulty hydrants were identified, repaired and retested.

With June, came the rains. We received over 11 inches of rain for the month. Both Arlington Pond and Canobie Lake were at their maximum levels. Utilities Division personnel worked along side other town staff and residents of the Haigh Avenue area to keep flooding to a minimum.

Several improvements to the water system were completed this year. Among those improvements were:

- A survey of the earthen dam at Canobie Lake was performed in the Fall along with construction improvements performed by the Utilities Division to the structure to insure its long term stability and integrity. A new water release structure was installed in the flume at Canobie Lake to better let us discharge water in a controlled manner.

- The new Spicket Hill Water Tank went on line in November. This one and a half million gallon concrete structure will help in providing fire flow and peak Summer demands and will help in maintaining pressure to the distribution system.

- The control system for the Manor Parkway Booster Fire Pump was updated in June at a cost of over $6000.

- Funded through a grant, the Division installed a new automated level indicator at the Spicket River crossing on Rte. 28. This indicator signal is telemetered back to the Canobie Lake Water Treatment Facility for instantaneous level readings.

- A complete calibration of commercial water meters in town was performed for the first time.

Daily operation at the Canobie Lake Water Treatment Facility. Total water pumped through the facility totaled over 845 million gallons which beat our previous high from 1995 by more than 10 million gallons.

Water filtered at the facility is being monitored by instruments on a continuous basis. In addition, operators perform laboratory analysis on processed water 3 times per day. Filtered water in the distribution system is tested on a biweekly basis for coliform bacteria as well as chlorine residual. No coliform bacteria was detected in 1998. Salem's drinking water meets all federal and state regulations. We are again in 100% compliance with the federal Safe Drinking Water Act. Part three of mandated Lead and Copper testing took place in June of 1998. Once again, Salem was well below the applicable action levels.

Summary of Construction Oversee, Assist or Inspection Projects:

- Canobie Lake Phase 1 water system expansion.

- Hitching Post Lane, 150 ft. of 12" pipe, 1850 ft. of 16" pipe installed.

- Ticklefancy Lane, 2625 ft. of 8" pipe installed.

- Lark Lane, Wheeler Dam Rd., 380 ft. of 12", 1100 ft. of 8" pipe installed.

- Hawkins Lane, 600 ft. of 8" pipe installed.

- Taylor Farms, 3000 ft. of 8" pipe installed.

- Brady Ave., 2000 ft. of new 12" main installed.

Replacement of old main.

- Stiles Rd., 620 ft. of 12", 500 ft. of 8", 250 ft. of 6" pipe installed.
- 41 Northwestern Dr., 1140 ft. of 8" pipe installed.

- 13 Red Roof Lane, 212 ft. of 8", 80 ft. of 6", 60 ft. of 4" pipe installed.

- 31 Pelham Rd., 175 ft. of 6"pipe installed.
- 215 South Broadway, 160 ft. of 6" pipe installed.
- L, L and S Landfill, 1725 ft. of 8" pipe installed.

- Ballard Lane, water main extension.

- Raymond Ave., water main extension

Repairs:
- Repaired 31 Broken water mains.
- Repaired over 15 damaged fire hydrants.
- Repaired 12 water service lines.
- Repaired 52 water service shut -offs.
- Repaired 12 water main valves.

Water meter services were:

| | |
|---|---|
| Calibration readings | 482 |
| Turn On | 81 |
| Final Readings | 342 |
| Shut off/winter | 84 |
| Test/repairs | 303 |
| Certificate of Occupancy | 47 |
| Construction Meter | 4 |
| Pressure Investigations | 16 |
| Meter Update | 93 |
| New Meters | 80 |
| Re-reads | 1,005 |
| Freeze-ups | 1 |
| High Consumption | 10 |
| Low Consumption | 3 |
| Calibrate meters | 482 |

In addition to these construction projects the daily operations of the Utilities Division includes the following responsibilities:

- Maintain 151 miles of water lines and all water gate boxes (water shut offs).

- Perform 1040 biannual fire hydrants checks.

- Performed 370 annual fire hydrant maintenance and flush.

- All residential water meters 5,650 are read quarterly and repaired when necessary.
- All commercial water meters 771 are read monthly and repaired when necessary.

- Inspect and test 803 cross connection devices (backflow check valves) last year.

- Maintain three 1.5 million gallon water towers, located on Lawrence Road , Howard Street and Spicket Hill.

- Maintain Manor Parkway Booster Station which increases water pressure and provides fire protection in the industrial park area.

- Maintain Route 97 and Salem Street water tie-in stations from Methuen, MA., record and monitor amounts of water purchased.

- Responded to over 190 Dig Safe requests for marking of water lines.

Sewer

- Maintain sewer trunk lines (55 miles).
- Maintain sewer manholes (1,562).
- Maintain 9 sewer lift stations located on:
  - Commercial Drive
  - Twinbrook Avenue
  - Stiles Road
  - Butler Street
  - Keewaydin Drive
  - Freedom Drive
  - Copper Beech Road
  - Haigh Avenue
  - South Policy Street

- Respond to more than 40 customers calls for possible sewer back-ups.

- An inspection and cleaning of 1000 feet of sewer line on Martin Ave. And in cross country areas was performed .

The Utilities Division of the Public Works Department's role is to provide the town with safe, clean drinking water and reliable wastewater removal. As in the past, we are on call 24 hours a

clean drinking water and reliable wastewater removal. As in the past, we are on call 24 hours a day to respond to pumping emergencies, water main failures, home owner water emergencies and snow removal. We provide inspection to water contractors to insure that pipe going into the ground today will not become a problem tomorrow. We do our job with the best interests of the town in mind, striving to do our best while keeping costs to the rate payers fair. I would like to thank all Utilities Division employees for their continued hard work and professionalism.

M. Joseph Geary
Utilities Manager

## RECREATION DEPARTMENT



*Julie Kamal*
*Recreation Coordinator*

We hope that all of you had a great 1998. Everyone here at the Recreation Department had a great year of fun, games and development.

The Recreation Department offers a variety of activities and special events for all ages. Instructional programs range from youth art classes, swimming lessons, tennis lessons to adult yoga, CPR courses and Open Gym programs. Special events such as the Halloween Costume party for young children had more than 350 in attendance and sporting activities such as the Boston Burins game, July 4th Celebration and Disney on Ice were only a few of the activities that the Recreation Department offered in 1998.

Hedgehog Park, the only Town beach, is located on Route 38, Lowell Road. Swimming lessons will be offered again during the Summer of 1999. This popular summertime swim area was used daily with 73 season passes purchased by residents (families and individuals). More than 356 individuals residents used the Park through the purchase of a day pass. Many groups, including the Boy Scouts, Church groups and company outings, enjoyed the use of this facility for camp outs and picnics. The Recreation Department will be renovating the horseshoe pits and they will be putting a new playground at the park in the spring of 1999.

In other news from the Salem Recreation Department, we have purchased the Palmer field which is 8.8 acres and is located in North Salem. Many youth and adult leagues and organizations have utilized the one field that is presently there. Now it belongs to the Town of Salem. Plans to develop the remainder of the land are in the works and hopefully the renovations will begin in the spring of 1999.

A Facility Request Form must be submitted to the Salem Recreation Department by all individuals, businesses and organizations interested in using the Town of Salem's ballfields, including the School ballfields during the summer months and beach facilities. This form needs to be at the Recreation Department two weeks prior to the requested date of the use of the facility. This permit form can be obtained from the Recreation Department. All permit applications must be completed by 18 years of age or older. Permits will be issued or denied depending on the availability of the facility being requested.

The Palmer School has two new improvements this year. First, thanks to Jonathan Carroll for his Eagle Scout project, for choosing to landscape, plant bushes and flowers at the school. He did a great job and we thank him and congratulate him on receiving his Eagle Scout award. Secondly, thanks to the voters of Salem we were able to purchase new playground equipment for the school. The equipment that was there was obsolete to the point where we could not purchase the proper parts for repairs. All the participants at the Palmer School and the surrounding neighborhood children thank you.he Recreation Department and the Field of Dreams, Inc. will be continuing their partnership; whereas the Recreation Department will be continuing to schedule all activities for the Field of Dreams, Inc.

(except the concerts). Any organizations, businesses and individuals who are interested in scheduling an activity at the Field of Dreams must contact the Salem Recreation Department to schedule their activity.

If you have a skill or hobby that you would like to share or an idea for a new program or ways to improve our existing program, please stop in at the Recreation Department or give us a call and we will be more than happy to discuss the program with you.

*"Thank you to everyone who participated in our programs and special events in 1998. Without your help and dedication we would not be able to offer the extensive range of programs we offer."*

*Recreation Coordinator Julie Kamal*

In conclusion, I would like to thank all the Recreation Department's employees: Palmer School staff, playground staff, special need coaches and especially the Recreation Secretary, Jeanine Bannon, who started with the department in 1998 and assisted with the department's programs.

Thank you to everyone who participated in our programs and special events in 1998. Without your help and dedication we would not be able to offer the extensive range of programs we offer.

Julie Kamal
Recreation Director

# TAX COLLECTOR



*Cheryl-Ann Bolouk*
*Tax Collector*

It is my pleasure to serve as Tax Collector for the Town of Salem. The office of the Tax Collector is responsible for collecting revenue for property taxes; resident taxes; yield, excavation activity and current use taxes; Town utility fees and all permits and fees issued by other Town departments.

> *"I enjoy working for and with the people in the community and serving the people who live and have business to conduct in the Town of Salem"*
>
> *Tax Collector Cheryl Bolouk*

1998 brought changes to the Tax office. On June 1, 1998, "one stop shopping" was implemented to better serve the public at the payment windows. The clerks have been cross-trained to accept payments for utility bills, taxes, permits and motor vehicle registrations. Taxpayers may now write one check for all their bills. Collecting revenue, as well as responding to inquiries from banks, mortgage companies, attorney's offices and the general public in a courteous and timely manner are major departmental responsibilities.

I enjoy working for and with the people in the community and serving the people who live and have business to conduct in the Town of Salem. I would like to take this opportunity to thank the deputy tax collector , Patricia Carter, for her dedication in serving the public and Betty Oldeman, bookkeeper, for her dependability and accuracy in our record keeping.

Cheryl-Ann Bolouk
Tax Collector

## TAX COLLECTOR'S REPORT

**FOR THE MUNICIPALITY OF SALEM, NH** **YEAR ENDING DECEMBER 31, 1998** **MS-61**

| DR. | 1998 | ***ON LEVIES OF*** 1997 | 1996 | PRIOR |
|---|---|---|---|---|
| **UNCOLLECTED TAXES - BEG. OF YEAR:** | | | | |
| Property Taxes | xxxxxxxxxx | 1,767,451 | | |
| Resident Taxes | xxxxxxxxxx | 30,340 | 7,860 | |
| Land Use Change | xxxxxxxxxx | | | |
| Yield Taxes | xxxxxxxxxx | | 139 | |
| Utilities | xxxxxxxxxx | 435,748 | | |
| **TAXES COMMITTED - THIS YEAR** | | | | |
| Property Taxes | 42,209,993 | | xxxxxxxxxx | xxxxxxxxxx |
| Resident Taxes | 205,410 | 1,510 | xxxxxxxxxx | xxxxxxxxxx |
| Land Use Change | 134,350 | | xxxxxxxxxx | xxxxxxxxxx |
| Yield Taxes | 2,834 | 782 | xxxxxxxxxx | xxxxxxxxxx |
| Utilities | 3,814,547 | | xxxxxxxxxx | xxxxxxxxxx |
| Excavation | 37,375 | | | |
| **OVERPAYMENT:** | | | | |
| Property Taxes | 97,339 | 6,872 | | |
| Resident Taxes | 60 | 43 | | |
| Land Use Change | | | | |
| Yield Taxes | | | | |
| Interest Collected On Delinquent Tax | 33,167 | 100,557 | 13 | |
| Collected Resident Tax Penalties | 429 | 1,362 | 88 | |
| **TOTAL DEBITS** | 46,535,504 | 2,344,665 | 8,100 | 0 |

## TAX COLLECTOR'S REPORT

**FOR THE MUNICIPALITY OF SALEM, NH** **YEAR ENDING DECEMBER 31, 1998** **MS-61**

| CR. | 1998 | ***ON LEVIES OF*** 1997 | 1996 | PRIOR |
|---|---|---|---|---|
| **REMITTED TO TREASURER DURING FY:** | | | | |
| Property Taxes | 40,878,307 | 1,766,597 | | |
| Resident Taxes | 163,750 | 13,663 | 880 | |
| Land Use Change | 112,500 | | | |
| Yield Taxes | 1,492 | 782 | 139 | |
| Utilities | 3,403,962 | 435,748 | | |
| Interest | 33,167 | 100,557 | 13 | |
| Penalties | 429 | 1,362 | 88 | |
| Conversion to Lien | | | | |
| Excavation | 13,146 | | | |
| **DISCOUNTS ALLOWED:** | | | | |
| **ABATEMENTS MADE:** | | | | |
| Property Taxes | 12,983 | 7,726 | | |
| Resident Taxes | 11,110 | 9,570 | 6,980 | |
| Land Use Change | 1,350 | | | |
| Yield Taxes | | | | |
| Utilities | 7,047 | | | |
| Current Levy Deeded | | | | |
| **UNCOLLECTED TAXES - END OF YEAR:** | | | | |
| Property Taxes | 1,416,042 | | | |
| Resident Taxes | 30,610 | 8,660 | | |
| Land Use Change | 20,500 | | | |
| Yield Taxes | 1,342 | | | |
| Utilities | 403,538 | | | |
| Excavation | 24,229 | | | |
| **TOTAL CREDITS** | 46,535,504 | 2,344,665 | 8,100 | 0 |

## TAX COLLECTOR'S REPORT

**FOR THE MUNICIPALITY OF SALEM, NH** **YEAR ENDING DECEMBER 31, 1998** **MS-61**

| DR. | 1997 | ***ON LEVIES OF*** 1996 | 1995 | PRIOR |
|---|---|---|---|---|
| Unredeemed Liens - Bal. at Beg. of Fiscal Yr. | | 531,489 | 311,028 | 24,896 |
| Liens Executed - During Fiscal Yr. | 785,477 | 75,659 | 105,596 | 109 |
| Interest & Costs - Coll. After Lien Execution | 23,920 | | | |
| Overpayments | 1,077 | | | |
| TOTAL DEBITS | 810,474 | 607,148 | 416,624 | 25,005 |

| CR. REMITTANCE TO TREASURER | | | | |
|---|---|---|---|---|
| Redemptions | 499,676 | 345,585 | 301,187 | 514 |
| Int./Costs (After Lien Execution) | 23,920 | 75,659 | 105,596 | 109 |
| Abatements of Unredeemed Taxes | 1,010 | 1,933 | 1,199 | |
| Liens Deeded To Municipalities | 1,942 | 1,544 | 1,446 | |
| Unredeemed Liens - Bal. End of Year | 283,926 | 182,427 | 7,196 | 24,382 |
| **TOTAL CREDITS** | 810,474 | 607,148 | 416,624 | 25,005 |

TAX COLLECTOR'S SIGNATURE Cheryl Anne Sullivan DATE: 1-19-1998

# TOWN CLERK



*Barbara Lessard*
*Town Clerk*

The Town Clerk's office had a very exciting year in 1998. At the request of the Town Manager and the Board of Selectmen, the Tax Collector and I initiated a plan to cross train our clerks in both office functions in order to serve the public more easily and efficiently. On July 1 we went on line as a combined collections department with a group of windows called "Payments". At this group of windows customers are able to accomplish the majority of their business with the town.

The clerks are trained to register and title motor vehicles, license dogs, sell landfill permits, accept payments for both resident and property tax bills, water and sewer bills, recreation fees, building permits and other miscellaneous collections. We hope the residents of the town and others who do business with the town find this "one stop shopping" more efficient and convenient.

The full time combined collection clerks are Patricia Carter and Jacqueline Delaney and Toni Sullivan and Mary Ann Bell are the two part time clerks. I would like to thank them for their cooperation and great effort in making this transition a success. These clerks now work under the supervision and direction of both the Town Clerk and the Tax Collector.

The Deputy Town Clerk Mary Fawcett and I continue to perform all the other functions of the Town Clerk which include marriage licenses, vital statistics, town records, voter registration applications and information, elections, UCC's, IRS and other liens and attachments, dredge and fill applications, pole permits, Articles of Agreement (non-profit filings), oaths of office and Sheriff's writs. We also are available to help in the collections department when needed and continue to do the bookkeeping duties of the Town Clerk's office, which maintains accounting of its own revenue.

For the sixth year in a row, the Town Clerk's office had a large increase in revenue. This increase of over $330,000 was mostly in motor vehicle tax. Other revenues are shown in the statistical report of the Town Clerk, almost all of which show an increase over 1997.

It was also a sad year with the passing of long time Town Clerk Eleanor Barron in August and long time assistant clerk Ruth Hayes in June. I would like to take this opportunity to honor the memory of these two very dedicated public servants. They will be missed.

*"It has been a pleasure to serve the Town of Salem as town clerk for the past14 years. The recent changes to allow "one-stop shopping" hopefully have made the experience of coming to town hall a pleasurable one."*

*Town Clerk Barbara Lessard*

It has been a pleasure to serve the Town of Salem as town clerk for the past14 years. The recent changes to allow "one-stop shopping" hopefully have made the experience of coming to Town Hall a pleasurable one.

Barbara M. Lessard
Town Clerk

## Receipts

| | |
|---|---|
| Automobile Tax Permits | $3,515,117.00 |
| 1998 (33,046) | |
| Title Fees | 12,530.00 |
| Marriage License Fees* | 19,304.00 |
| Certified Copy Fees** | 9,075.00 |
| Dog License Fees*** | |
| 1997 (21) | 179.50 |
| 1998 (3,181) | 22,537.00 |
| Elections | 682.00 |
| Uniform Commercial Code & Other Liens | 18,931.25 |
| Collection Fees | 620.00 |
| Filing Fees | 43.00 |
| Recording Fees | 40.00 |
| Legal Fees - Dogs | 1,825.00 |
| Dredge & Fill Applications | 100.00 |
| Pole Permits | 10.00 |
| Postage | 56.22 |
| Miscellaneous Receipts | 98.82 |
| | $3,601,148.79 |
| *Less Remittance to State of NH for Marriage License Fees | -19,304.00 |
| **Less Remittance to State of NH for Certified Copy Fees (557 copies @ $6.00 ea. = $3,342.00) (584 copies @ $3.00 ea. = $1,752.00) | - 5,094.00 |
| ***Less Remittance to State of NH for Dog License Fees (3,202 Licenses @ .50 ea. - $1601.00) | -1,601.00 |
| ***Less Remittance to State of NH for Animal Population Control Fees (2,952 Licenses @ $2.00 ea - $5904.00) | - 5,904.00 |
| | $3,569,245.79 |

Barbara M. Lessard, Town Clerk

## Vital Statistics

| | |
|---|---|
| Recorded in Town Clerk's Office: | |
| Marriages (filed in Salem) | 508 |
| Marriages (married in Salem) | 339 |
| Births (Born in Salem) | 0 |
| Deaths | |
| Salem Residents--Died in Salem | 79 |
| Salem Residents--Died in other towns | 60 |
| Non-Residents----Died in Salem | 30 |
| Non-Residents----Buried in Salem | 24 |



Barbara M. Lessard, Town Clerk

# SALEM DISTRICT COURT

The Salem District Court caseload remained relatively steady in 1998. An area that accounts for a large number of cases, and is currently being closely examined, is that of shoplifting and other crimes of theft. This is not an unusual phenomenon for a town with a large retail business basis, but is nonetheless a problem that the court is closely monitoring. The court, as it did last year, has the assistance of a student intern from Salem High School who is assisting in collection and analysis in this area. We hope to determine some creative ways of dealing with this situation in the future.

Richard Groves, the senior court security officer, retired at the end of 1998. Dick was a dedicated and valued employee, whose service and friendship will be missed by the entire staff.

The Salem Family Division, currently in its third year of operations, continues in its efforts to assist families in crisis. The major portion of our caseload continues to involve juvenile, marital and domestic violence cases. These cases are, obviously, very time-intensive to staff members who make every effort to assist litigants during these difficult times in their lives.

A major project undertaken in 1997 was in the area of Juvenile Justice. The New Hampshire District Courts convened Community Youth Profiles in every county in New Hampshire in January and February in order to identify the most critical countywide issues facing our children, youth and families, especially those issues affecting quality of life and leading to negative outcomes. The goal is to develop recommendations for solutions and strategies to address these issues. The information gathered at these profiles was brought to the Statewide Conference on Juvenile Justice where state and national speakers addressed some of the issues identified, and then referred the information to local groups for community follow-up. Through the assistance of the office of the superintendent of schools in Salem, a survey was completed by 2028 seventh through eleventh graders answering some basic questions to assist in determining what specific problems youth encounter in the Salem area. These problems, and some proposed solutions, will be addressed in an effort to ensure that every child, youth and family has the opportunity to be healthy, competent, productive, confident and law-abiding.

The court acknowledges the many citizens who are involved in volunteer programs assisting victims of domestic violence and those in need of assistance for child visitation through the Greater Salem Council Against Domestic Violence and the Salem Visitation Center. These volunteers help make the lives of many children and families safer, healthier and happier.

We welcome anyone who is interested in being involved with any of these projects to call the court for more information.

John A. Korbey
Justice

# FINANCIALS AND TREASURER'S REPORT

PLODZIK & SANDERSON
*Professional Association/Accountants & Auditors*
193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380

*INDEPENDENT AUDITOR'S REPORT*

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the accompanying general purpose financial statements of the Town of Salem as of and for the year ended December 31, 1997 as listed in the table of contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem, as of December 31, 1997, and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general purpose financial statements of the Town of Salem taken as a whole. The combining and individual fund financial statements listed as schedules in the table of contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements of the Town of Salem. Such information has been subjected to the auditing procedures applied in the audit of the general purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general purpose financial statements taken as a whole.

Plodzik & Sanderson
Professional Association

March 6, 1998

# PLODZIK & SANDERSON

*Professional Association/Accountants & Auditors*

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX:224-1380


## *INDEPENDENT AUDITOR'S COMMUNICATION OF REPORTABLE CONDITIONS AND OTHER MATTERS*

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

In planning and performing our audit of the Town of Salem for the year ended December 31, 1997, we considered the Town's internal control structure in order to determine the scope of our auditing procedures for the purpose of expressing our opinion on the financial statements. Our review of these systems was not intended to provide assurance on the internal control structure and should not be relied on for that purpose.

Under the standards established by the American Institute of Certified Public Accountants, reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the Town's ability to record, process, summarize, and report financial data consistent with the assertions of management in the financial statements. A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities, in amounts that would be material in relation to the financial statements being audited, may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might constitute reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above.

We are pleased to report that, during the course of our review of internal controls, no material weaknesses in the Town's accounting systems and records were identified. Minor weaknesses or other considerations coming to our attention were generally procedural in nature and dealt with administrative or recordkeeping practices. In these instances, we made specific recommendations or provided instruction to those individuals involved during the course of our audit fieldwork.

This report is intended solely for the information and use of management and others within the administration. This restriction is not intended to limit distribution of this report, which is a matter of public record.

Plodzik & Sanderson
Professional Association

March 6, 1998

**ALL GOVERNMENTAL FUNDS**
**COMBINED BALANCE SHEET**
December 31, 1998 (unaudited)

| | General Fund | Special Revenue Funds | Capital Projects Fund | Total |
|---|---|---|---|---|
| Assets | | | | |
| Cash and Equivalents | 14,885,728 | 1,477,133 | 731,161 | 17,094,022 |
| Receivables (Net of Allowances) | | | | |
| Taxes | 1,611,129 | | | 1,611,129 |
| Accounts | 258,205 | 515,769 | | 773,974 |
| Special Assessments | | 2,093,859 | | 2,093,859 |
| Intergovernmental | 240,195 | | | 240,195 |
| Interfund Receivable | 21,991 | 14,425 | 51,044 | 87,460 |
| Welfare Liens | 260,082 | | | 260,082 |
| Welfare Liens Reserved Until Collected | (260,082) | | | (260,082) |
| Container Deposits | 250 | 1,080 | | 1,330 |
| Prepaid Items | 150,200 | 920 | | 151,120 |
| Total Assets | 17,167,698 | 4,103,186 | 782,205 | 22,053,089 |
| Liabilities and Fund Balances | | | | |
| Liabilities | | | | |
| Accounts Payable | 300,747 | 23,326 | | 324,073 |
| Accrued Payroll and Benefits | 217,744 | 13,077 | | 230,821 |
| Contracts Payable | | | | 0 |
| Retainage Payable | | 2,320 | 94,554 | 96,874 |
| Intergovernmental Payables | 11,994,933 | 125,882 | | 12,120,815 |
| Interfund Payables | 14,425 | | | 14,425 |
| Escrow and Performance Deposits | 8,182 | | | 8,182 |
| Other Current Liabilities | 8,950 | | | 8,950 |
| Deferred Revenues | 35,344 | 2,077,868 | | 2,113,212 |
| Total Liabilities | 12,580,325 | 2,242,473 | 94,554 | 14,917,352 |
| Fund Balances | | | | |
| Reserved for Contingency | | | | 0 |
| Reserved for Encumbrances | 576,516 | 51,690 | 123,887 | 752,093 |
| Reserved for Special Purposes | | | 563,764 | 563,764 |
| Unreserved | | | | |
| Designated for Special Purposes | | 1,812,676 | | 1,812,676 |
| Undesignated | 4,010,857 | (3,653) | | 4,007,204 |
| Total Fund Balances | 4,587,373 | 1,860,713 | 687,651 | 7,135,737 |
| Total Liabilities and Fund Balances | 17,167,698 | 4,103,186 | 782,205 | 22,053,089 |

**SPECIAL REVENUE FUNDS**
**COMBINING BALANCE SHEET**
December 31, 1998 (unaudited)

| | Sewer Fund | Water Fund | All Others | Total |
|---|---|---|---|---|
| Assets | | | | |
| Cash and Equivalents | 1,157,493 | 223,051 | 96,589 | 1,477,133 |
| Receivables (Net of Allowances) | | | | |
| Accounts | 160,168 | 230,035 | 125,566 | 515,769 |
| Special Assessments | 2,093,859 | | | 2,093,859 |
| Intergovernmental | | | | 0 |
| Interfund Receivable | | | 14,425 | 14,425 |
| Container Deposits | | 1,080 | | 1,080 |
| Prepaid Items | | | 920 | 920 |
| Total Assets | 3,411,520 | 454,166 | 237,500 | 4,103,186 |
| Liabilities and Fund Balances | | | | |
| Liabilities | | | | |
| Accounts Payable | 3,773 | 19,089 | 464 | 23,326 |
| Accrued Payroll and Benefits | 2,170 | 6,650 | 4,257 | 13,077 |
| Contracts Payable | | | | 0 |
| Retainage Payable | | 2,320 | | 2,320 |
| Intergovernmental Payables | | | 125,882 | 125,882 |
| Deferred Revenues | 2,077,868 | | | 2,077,868 |
| Total Liabilities | 2,083,811 | 28,059 | 130,603 | 2,242,473 |
| Fund Balances | | | | |
| Reserved for Encumbrances | 27,785 | 23,875 | 30 | 51,690 |
| Unreserved | | | | |
| Designated for Special Purposes | 1,299,924 | 402,232 | 110,520 | 1,812,676 |
| Undesignated | | | (3,653) | (3,653) |
| Total Fund Balances | 1,327,709 | 426,107 | 106,897 | 1,860,713 |
| Total Liabilities and Fund Balances | 3,411,520 | 454,166 | 237,500 | 4,103,186 |

CAPITAL PROJECTS FUND
COMBINING BALANCE SHEET
December 31, 1998 (unaudited)

| | Water Treatment Plant | Arlington Pipeline | Water Tower | Canobie Water/Sewer | Brady Ave. Water Line | Unappropriated Income | Total |
|---|---|---|---|---|---|---|---|
| Assets | | | | | | | |
| Cash and Equivalents | $201,607 | $266,579 | $66,265 | $197,830 | ($46,314) | $45,194 | $731,161 |
| Interfund Receivable | | | | | 51,044 | | 51,044 |
| Total Assets | $201,607 | $266,579 | $66,265 | $197,830 | $4,730 | $45,194 | $782,205 |
| Liabilities and Fund Balances | | | | | | | |
| Liabilities | | | | | | | |
| Accounts Payable | | | | | | | $0 |
| Contracts Payable | | | | | | | 0 |
| Retainage Payable | | | 42,688 | 47,136 | 4,730 | | 94,554 |
| Interfund Payables | | | | | | | 0 |
| Total Liabilities | 0 | 0 | 42,688 | 47,136 | 4,730 | 0 | 94,554 |
| Fund Balances | | | | | | | |
| Reserved for Encumbrances | | | 13,494 | 110,393 | | | 123,887 |
| Reserved for Special Purposes | 201,607 | 266,579 | 10,083 | 40,301 | | 45,194 | 563,764 |
| Total Fund Balances | 201,607 | 266,579 | 23,577 | 150,694 | 0 | 45,194 | 687,651 |
| Total Liabilities and Fund Balances | $201,607 | $266,579 | $66,265 | $197,830 | $4,730 | $45,194 | $782,205 |

## GENERAL FUND
## STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 1998 (unaudited)

| | Estimated | Actual | Over (Under) Budget |
|---|---|---|---|
| Taxes | | | |
| Property | $41,949,063 | $42,107,648 | $158,585 |
| Land Use Change | 45,750 | 67,175 | 21,425 |
| Resident | 209,120 | 206,920 | (2,200) |
| Yield | 1,000 | 3,616 | 2,616 |
| Excavation Activity | 36,221 | 37,375 | 1,154 |
| Payment in Lieu of Taxes | 27,000 | 31,583 | 4,583 |
| Boat | 10,000 | 11,913 | 1,913 |
| Interest and Penalties on Taxes | 311,483 | 345,069 | 33,586 |
| Total Taxes | 42,589,637 | 42,811,299 | 221,662 |
| Licenses and Permits | | | |
| Business Licenses, Permits and Fees | 177,575 | 180,012 | 2,437 |
| Motor Vehicle Permit Fees | 3,400,000 | 3,499,204 | 99,204 |
| Building Permits | 125,200 | 187,145 | 61,945 |
| Other Licenses, Permits and Fees | 110,740 | 116,537 | 5,797 |
| Total Licenses and Permits | 3,813,515 | 3,982,898 | 169,383 |
| Intergovernmental Revenues - State | | | |
| Shared Revenue | 1,164,010 | 1,164,010 | 0 |
| Highway Block Grant | 413,469 | 413,469 | 0 |
| Water Pollution Grants | 26,423 | 26,423 | 0 |
| Other Reimbursements | 13,164 | 9,865 | (3,299) |
| Other Governments | 243,717 | 170,959 | (72,758) |
| Total Intergovernmental Revenues | 1,860,783 | 1,784,726 | (76,057) |
| Charges for Services | | | |
| Income from Departments | 746,938 | 791,207 | 44,269 |
| Miscellaneous Revenues | | | |
| Sale of Municipal Property | 33,960 | 70,845 | 36,885 |
| Interest on Investments | 385,000 | 389,760 | 4,760 |
| Rent of Property | 308,040 | 302,624 | (5,416) |
| Fines and Forfeits | 7,000 | 4,165 | (2,835) |
| Insurance Dividends and Reimbursements | 169,654 | 181,444 | 11,790 |
| Other | 135,452 | 150,549 | 15,097 |
| Total Miscellaneous Revenues | 1,039,106 | 1,099,387 | 60,281 |
| Other Financing Sources | | | |
| Operating Transfers In - Interfund Transfers | | | |
| Special Revenue Funds | 135,000 | 205,461 | 70,461 |
| Capital Projects Funds | 2,830 | 2,830 | 0 |
| Trust and Agency Funds | 22,000 | 21,276 | (724) |
| Total Other Financing Sources | 159,830 | 229,567 | 69,737 |
| Total Revenues and Other Financing Sources | $50,209,809 | $50,699,084 | $489,275 |
| Unreserved Fund Balance Used | 437,248 | | |
| Total Revenues, Other Financing Sources and Use of Fund Balance | $50,647,057 | | |

## GENERAL FUND
## STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
For the Fiscal Year Ended December 31, 1998 (unaudited)

| | Encumbered From 1997 | Appropriations 1998 | Expenditures Net of Refunds | Encumbered To 1999 | (Over) Under Budget |
|---|---|---|---|---|---|
| General Government | | | | | |
| Executive | | $227,704 | $250,310 | $7,259 | ($29,865) |
| Election, Registration and Vital Statistics | $166 | 189,956 | 180,872 | 388 | 8,862 |
| Financial Administration | 5,969 | 1,061,436 | 1,062,288 | 3,141 | 1,976 |
| Legal Expenses | | 122,200 | 102,050 | | 20,150 |
| Personnel Administration | 841 | 467,015 | 548,354 | | (80,498) |
| Planning and Zoning | 6,092 | 383,570 | 385,965 | 6,095 | (2,398) |
| General Government Buildings | 75,956 | 173,272 | 260,405 | 7,456 | (18,633) |
| Cemeteries | | 298,624 | 261,514 | 22,358 | 14,752 |
| Insurance, not otherwise allocated | | 287,071 | 257,339 | 450 | 29,282 |
| Other | 7,272 | 303,377 | 312,676 | 525 | (2,552) |
| Total General Government | 96,296 | 3,514,225 | 3,621,773 | 47,672 | (58,924) |
| Public Safety | | | | | |
| Police Department | 1,850 | 4,984,246 | 4,834,221 | 20,019 | 131,856 |
| Fire Department | 111,805 | 4,537,836 | 4,508,563 | 59,023 | 82,055 |
| Building Inspection | | 211,771 | 209,595 | 343 | 1,833 |
| Emergency Management | | 7,500 | | 7,500 | |
| Total Public Safety | 113,655 | 9,741,353 | 9,552,379 | 86,885 | 215,744 |
| Highways and Streets | | | | | |
| Administration | 4,308 | 318,842 | 315,449 | 400 | 7,301 |
| Highways and Streets | 14,784 | 1,859,049 | 1,388,841 | 90,947 | 394,045 |
| Street Lighting | | 343,000 | 339,885 | | 3,115 |
| Total Highways and Streets | 19,092 | 2,520,891 | 2,044,175 | 91,347 | 404,461 |
| Sanitation | | | | | |
| Solid Waste Disposal | | 899,986 | 866,126 | 338 | 33,522 |
| Solid Waste Clean-up | | 115,000 | 112,376 | 2,624 | 0 |
| Total Sanitation | | 1,014,986 | 978,502 | 2,962 | 33,522 |
| Health | | | | | |
| Administration | | 83,807 | 92,336 | | (8,529) |
| Animal Control | | 74,677 | 70,139 | | 4,538 |
| Total Health | | 158,484 | 162,475 | | (3,991) |

| | | | | | | |
|---|---|---|---|---|---|---|
| Welfare | | | | | | |
| Administration | 150 | 110,996 | 110,949 | | | 197 |
| Direct Assistance | 1,367 | 120,000 | 134,269 | | | (12,902) |
| Vendor Payments | | 117,605 | 105,486 | | | 12,119 |
| Total Welfare | 1,517 | 348,601 | 350,704 | | | (586) |
| Culture and Recreation | | | | | | |
| Parks and Recreation | 100 | 230,993 | 219,512 | 1,020 | | 10,561 |
| Library | 11,746 | 1,025,209 | 1,008,086 | 15,290 | | 13,579 |
| Patriotic Purposes | | 42,820 | 42,273 | | | 547 |
| Other Culture and Recreation | 600 | 149,494 | 146,700 | | | 3,394 |
| Total Culture and Recreation | 12,446 | 1,448,516 | 1,416,571 | 16,310 | | 28,081 |
| Debt Service | | | | | | |
| Principal - Long-Term Debt | | 584,529 | 584,529 | | | 0 |
| Interest Expense - Long-Term Debt | | 218,285 | 218,285 | | | 0 |
| Interest Expense - Tax Anticipation Notes | | 154,275 | 103,400 | | | 50,875 |
| Total Debt Service | | 957,089 | 906,214 | | | 50,875 |
| Capital Outlay | | | | | | |
| Land and Improvements | 71,325 | 122,100 | 193,325 | | | 100 |
| Machinery, Vehicles and Equipment | 100,505 | 1,059,440 | 821,884 | 312,503 | | 25,558 |
| Buildings | | | | | | 0 |
| Other Improvements | 73,277 | 122,060 | 148,226 | 18,837 | | 28,274 |
| Total Capital Outlay | 245,107 | 1,303,600 | 1,163,435 | 331,340 | | 53,932 |
| Intergovernmental | | | | | | |
| School District Assessments | | 25,620,593 | 25,620,593 | | | 0 |
| County Tax Assessments | | 2,200,683 | 2,200,683 | | | 0 |
| Total Intergovernmental | | 27,821,276 | 27,821,276 | | | 0 |
| Other Financing Uses | | | | | | |
| Operating Transfers Out - Interfund Transfers | | | | | | |
| Capital Reserve Funds | | 1,745,376 | 1,745,376 | | | 0 |
| Expendable Trust Funds | | 60,000 | 60,000 | | | 0 |
| Special Revenue Funds | | 12,660 | 12,660 | | | 0 |
| | | 1,818,036 | 1,818,036 | | | 0 |
| Total Appropriations, Expenditures and Encumbrances | $488,113 | $30,617,057 | $30,835,540 | $576,516 | | $723,114 |

## GENERAL FUND
## STATEMENT OF CHANGES IN UNRESERVED - UNDESIGNATED FUND BALANCE
For the Fiscal Year Ended December 31, 1998 (unaudited)

| | | |
|---|---|---|
| Unreserved - Undesignated Fund Balance - January 1 | | $3,120,716 |
| Deductions | | |
| Unreserved Fund Balance Used to Reduce 1998 Tax Rate | (377,248) | |
| Voted from Surplus | (60,000) | |
| Total Deductions | | (437,248) |
| Additions | | |
| 1998 Budget Summary | | |
| Revenue Surplus | 489,275 | |
| Unexpended Balance of Appropriations | 723,114 | |
| 1998 Budget Surplus | 1,212,389 | |
| Decrease in Reserve for Special Purposes | 115,000 | |
| Total Additions | | 1,327,389 |
| Unreserved - Undesignated Fund Balance - December 31 | | $4,010,857 |

## SEWER FUND
## STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 1998 (unaudited)

| | Estimated | Actual | Over (Under) Budget |
|---|---|---|---|
| Revenues | | | |
| Intergovernmental Revenues | $50,187 | $50,187 | $0 |
| Charges for Services | 1,647,829 | 1,717,178 | 69,349 |
| Miscellaneous Revenues | 163,622 | 184,674 | 21,052 |
| Other Financing Sources | | | |
| Operating Transfers In - Interfund Transfers | | | |
| Special Revenue Funds | 38,000 | 39,530 | 1,530 |
| Total Revenues and Other Financing Sources | $1,899,638 | $1,991,569 | $91,931 |

## SEWER FUND
## STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
For the Fiscal Year Ended December 31, 1998 (unaudited)

| | Encumbered From 1997 | Appropriations 1998 | Expenditures Net of Refunds | Encumbered To 1999 | (Over) Under Budget |
|---|---|---|---|---|---|
| Expenditures | | | | | |
| Personnel Services | | $154,780 | $149,629 | | $5,151 |
| Supplies | | 4,600 | 4,569 | | 31 |
| Other Charges | 1,300 | 902,592 | 862,689 | 9,833 | 31,370 |
| Debt Service | | 689,616 | 697,957 | | (8,341) |
| Special Articles | 42,825 | 148,050 | 129,962 | 17,952 | 42,961 |
| Total Appropriations, Expenditures and Encumbrances | $44,125 | $1,899,638 | $1,844,806 | $27,785 | $71,172 |

## WATER FUND
## STATEMENT OF ESTIMATED AND ACTUAL REVENUES
For the Fiscal Year Ended December 31, 1998 (unaudited)

| | Estimated | Actual | Over (Under) Budget |
|---|---|---|---|
| Revenues | | | |
| Intergovernmental Revenues | $82,028 | $82,028 | $0 |
| Charges for Services | 1,956,934 | 2,126,460 | 169,526 |
| Miscellaneous Revenues | 53,000 | 75,907 | 22,907 |
| Other Financing Sources | | | |
| Operating Transfers In - Interfund Transfers | | | |
| Capital Projects Funds | 27,500 | 27,502 | 2 |
| Total Revenues and Other Financing Sources | $2,119,462 | $2,311,897 | $192,435 |

## WATER FUND
## STATEMENT OF APPROPRIATIONS, EXPENDITURES AND ENCUMBRANCES
For the Fiscal Year Ended December 31, 1998 (unaudited)

| | Encumbered From 1997 | Appropriations 1998 | Expenditures Net of Refunds | Encumbered To 1999 | (Over) Under Budget |
|---|---|---|---|---|---|
| Expenditures | | | | | |
| Personnel Services | | $491,432 | $494,952 | | ($3,520) |
| Supplies | 1,499 | 20,100 | 22,046 | | (447) |
| Other Charges | 13,772 | 592,073 | 554,957 | 7,011 | 43,877 |
| Debt Service | | 828,257 | 828,258 | | (1) |
| Capital Improvements | 27,012 | 127,600 | 121,456 | 4,895 | 28,261 |
| Special Articles | | 60,000 | 48,032 | 11,969 | (1) |
| Total Appropriations, Expenditures and Encumbrances | $42,283 | $2,119,462 | $2,069,701 | $23,875 | $68,169 |

## STATEMENT OF TOWN DEBT
## FOR THE YEAR ENDING DECEMBER 31, 1998

| ISSUE DATE | AMOUNT ORIGINAL ISSUE | INTEREST RATE | FINAL PAYMENT | 1/1/98 OUTSTANDING DEBT | RETIRED DURING YEAR | NEW ISSUES | OUTSTANDING PRINCIPAL 12/31/98 | PRINCIPAL DUE 1999 | PAYMENTS SUBSEQUENT YEARS |
|---|---|---|---|---|---|---|---|---|---|
| **Water Bonds** | | | | | | | | | |
| 1978 | 780,000 | 6.18 | 12/01/98 | 35,000 | 35,000 | | 0 | 0 | 0 |
| 1985 | 600,000 | 9.20 | 03/01/05 | 249,953 | 36,176 | | 213,777 | 35,294 | 178,483 |
| 1986 | 1,250,000 | 6.80 | 07/15/01 | 320,000 | 80,000 | | 240,000 | 80,000 | 160,000 |
| 1987 | 92,782 | 7.40 | 01/15/08 | 51,582 | 3,400 | | 48,182 | 3,400 | 44,782 |
| 1990 | 250,000 | 6.90 | 07/15/00 | 75,000 | 25,000 | | 50,000 | 25,000 | 25,000 |
| 1994 | 4,500,000 | 5.83 | 05/15/14 | 3,825,000 | 225,000 | | 3,600,000 | 225,000 | 3,375,000 |
| 1996 | 2,900,000 | 5.7126 | 08/15/16 | 2,835,000 | 85,000 | | 2,750,000 | 90,000 | 2,660,000 |
| 1998 | 1,023,000 | 4.822 | 08/15/13 | | | 1,023,000 | 1,023,000 | 48,000 | 975,000 |
| 1998 | 324,579 | 4.916 | 08/15/18 | | | 324,579 | 324,579 | 8,499 | 316,080 |
| | 11,720,361 | | | 7,391,535 | 489,576 | 1,347,579 | 8,249,538 | 515,193 | 7,734,345 |
| **Sewer Bonds** | | | | | | | | | |
| 1978 | 450,000 | 6.18 | 12/01/98 | 20,000 | 20,000 | | 0 | 0 | 0 |
| 1985 | 6,200,000 | 9.20 | 03/01/05 | 2,580,047 | 373,824 | | 2,206,223 | 364,706 | 1,841,517 |
| * 1987 | 2,207,218 | 7.08 | 01/15/08 | 1,188,418 | 111,600 | | 1,076,818 | 111,600 | 965,218 |
| 1998 | 845,775 | 4.916 | 08/15/18 | | | 845,775 | 845,775 | 21,855 | 823,920 |
| | 9,702,993 | | | 3,788,465 | 505,424 | 845,775 | 4,128,816 | 498,161 | 3,630,655 |
| **Municipal Bonds** | | | | | | | | | |
| 1995 | 980,000 | 5.2483 | 08/15/05 | 780,000 | 100,000 | | 680,000 | 100,000 | 580,000 |
| 1995 | 325,000 | 5.2469 | 08/15/00 | 195,000 | 65,000 | | 130,000 | 65,000 | 65,000 |
| | 1,305,000 | | | 975,000 | 165,000 | 0 | 810,000 | 165,000 | 645,000 |
| **Highway Bonds** | | | | | | | | | |
| 1994 | 1,650,000 | 5.43 | 08/15/04 | 1,155,000 | 165,000 | | 990,000 | 165,000 | 825,000 |
| 1994 | 200,000 | 5.70 | 08/15/99 | 80,000 | 40,000 | | 40,000 | 40,000 | 0 |
| | 1,850,000 | | | 1,235,000 | 205,000 | 0 | 1,030,000 | 205,000 | 825,000 |
| TOTALS | 24,578,354 | | | 13,390,000 | 1,365,000 | 2,193,354 | 14,218,354 | 1,383,354 | 12,835,000 |

* Partial or full payments of principal and interest guaranteed by State of New Hampshire

## SUMMARY OF TAXES AND ASSESSED VALUATION
1994 - 1998

| | 1994 | 1995 | 1996 | 1997 | 1998 |
|---|---|---|---|---|---|
| Total Town Appropriations | $29,189,769 | $25,250,444 | $28,762,324 | $27,170,663 | $29,675,423 |
| Total Revenues and Credits | (17,268,358) | (12,997,760) | (15,645,758) | (12,936,801) | (14,973,565) |
| Special Adjustment | | | | (19,433) | |
| Net Town Appropriations | 11,921,411 | 12,252,684 | 13,116,566 | 14,214,429 | 14,701,858 |
| Net School Tax Assessment | 20,757,657 | 21,322,454 | 22,811,300 | 23,813,042 | 25,620,593 |
| County Tax Assessment | 2,134,543 | 2,309,194 | 2,418,548 | 2,323,956 | 2,200,683 |
| Total Town, School and County | 34,813,611 | 35,884,332 | 38,346,414 | 40,351,427 | 42,523,134 |
| Business Profits Tax Reimbursement | (566,011) | (565,662) | (551,947) | (563,982) | (574,071) |
| War Service Credits | 197,300 | 191,900 | 193,100 | 192,900 | 193,100 |
| Overlay | 353,694 | 257,608 | 253,108 | 246,942 | 254,382 |
| Property Taxes to be Raised | $34,798,594 | $35,768,178 | $38,240,675 | $40,227,287 | $42,396,545 |
| Valuation | $772,101,040 | $784,045,990 | $797,178,960 | $805,189,910 | $822,435,410 |
| Tax Rate | $45.07 | $45.62 | $47.97 | $49.96 | $51.55 |

## FIXED ASSET GROUP OF ACCOUNTS
## AS OF DECEMBER 31, 1998
## (UNAUDITED)

| | Beginning of Year | End of Year |
|---|---|---|
| Land and Improvements | 0 | 0 |
| Buildings | 4,931,500 | 4,929,600 |
| Machinery, Vehicles, and Equipment | 6,331,686 | 6,731,878 |
| Construction in Progress | 0 | 0 |
| Improvements other than buildings | 4,431,810 | 4,431,810 |
| Tax Deeded Property | 0 | 0 |
| TOTAL | 15,694,996 | 16,093,288 |

## BANK BALANCES BY FUND BY ACCOUNT
## AS OF DECEMBER 31, 1998
## (UNAUDITED)

| | Beginning of Year | Receipts | Expenditures | End of Year |
|---|---|---|---|---|
| Citizens Bank - Operating | | | | |
| General Fund | 12,534,157 | 56,110,302 | 53,780,357 | 14,864,102 |
| Sewer Fund | 1,011,071 | 1,822,861 | 1,676,439 | 1,157,493 |
| Water Fund | 228,984 | 2,248,560 | 2,254,493 | 223,051 |
| Outside Detail Fund | (60,003) | 727,868 | 782,459 | (114,594) |
| Dare Fund | 14,825 | 6,098 | 7,727 | 13,196 |
| Outside Detail-Fire | (3,028) | 8,526 | 12,211 | (6,713) |
| Recreation Fund | (1,949) | 2,140 | 4,763 | (4,572) |
| Total | 13,724,057 | 60,926,355 | 58,518,449 | 16,131,963 |
| *General Fund:* | | | | |
| Fleet Bank-Ambulance | 137,317 | 428,167 | 545,000 | 20,484 |
| *Capital Projects:* | | | | |
| Citizens Bank | 510,806 | 2,294,373 | 2,079,857 | 725,322 |
| Citizens Bank-SCI | 33,884 | 184 | 34,068 | 0 |
| Citizens Bank-Weststate | 20,042 | 175 | 19,108 | 1,109 |
| Citizens Bank-M & E Construction | 0 | 4,730 | 0 | 4,730 |
| *Forfeiture and Seizure:* | | | | |
| Citizens Bank | 28,142 | 1,176 | 8,341 | 20,977 |
| *Trust:* | | | | |
| Citizens Bank-Performance Escrow | 806,164 | 544,272 | 273,502 | 1,076,934 |
| Citizens Bank-Old Silver Farm | 87,821 | 3,272 | 48,364 | 42,729 |
| Citizens Bank-K. Skiba | 1,381 | 29 | 0 | 1,410 |
| Citizens Bank-Samos Bldrs | 3,568 | 75 | 0 | 3,643 |
| *Special Revenue Fund:* | | | | |
| Citizens Bk-Conservation Comm. | 97,519 | 55,439 | 94,811 | 58,147 |
| Citizens Bk-LLEBG | 9,888 | 30,724 | 36,942 | 3,670 |
| *TOTAL* | 15,460,589 | 64,288,971 | 61,658,442 | 18,091,118 |

# TREASURER'S REPORT

RSA 41:29 provides in par t that: "The Town Treasurer shall have custody of all monies belonging to the town and shall pay out the same only upon orders of the selectmen....."

The Financial Report section of this Town Report contains a comprehensive listing of town revenues and expenses. Here I provide some remarks about how the Town actually manages its cash.

Although the cash amounts in custody vary during the year, these amounts are typically substantial. In order for the Town to maximize the interest earned on these amounts, they are "swept" every night and invested in overnight repurchase instruments. The safety of these investments is guaranteed by being fully collateralized by the bank with U.S. government securities purchased by the bank in the Town's name. At the close of 1998, these "overnights" were earning 4.45% interest, down slightly from the beginning of the year. The interest earned by the Town on all its deposits for 1998 was $389,760.

In accordance with long-standing and familiar tradition, the Town borrows in anticipation of taxes. This is necessary because tax revenues (the bulk of cash receipts) which are received twice a year, lag expenses for portions of the year. To meet this cash need, the Town borrows by means of tax anticipation notes ("TANs").

The tax anticipation note for 1998 in the amount of $4M was incurred April 14 and redeemed December 17. The interest rate on the TAN was 3.747%. The actual interest dollars paid were $103,400.

John Sytek
Town Treasurer

## 1998 ANNUAL TOWN MEETING RESULTS

| | | |
|---|---|---|
| **ARTICLE 19** | **SPICKET HILL WATER TOWER**<br><br>(Moved amended from $1,173,000 to $1,023,000)<br>Bond Article 2/3 needed - Yes: 181 No: 61 | **$1,023,000 PASSED** |
| **ARTICLE 20:** | **SEWER/WATER LINE EXTENSION SOUTH SHORE DRIVE AREA**<br><br>(Moved amended as follows to change dollar amounts and wording)<br><br>To see if the Town will vote to raise and appropriate the sum of One Million Three Hundred Seventy One Thousand Five Hundred Thirty Dollars ($1,371,530) for the purpose of extending the Town sewer and water lines to include sections of the following streets: Brookdale Road to Canobie Avenue, Burns Road, Emery Street, Trey Circle and Lake Shore Road (ending at the intersection of Burns Road and Lake Shore Road); and authorize the land acquisition necessary for this construction; and further to authorize the issuance of not more than $1,170,354 of bonds or notes with the provisions of the Municipal Finance Act (Ch. 33 of the New Hampshire revised statutes annotated 1955, as amended); and authorize the municipal officials to issue and negotiate such bonds or notes and determine the rate of interest thereon; and further to add the sum of $159,526 to the Roadway Improvement Capital Reserve Fund previously established; and to add the sum of $41,650 to the Sewer Fund operating budget for the purchase of grinder pumps, and finally to authorize the Selectmen to take any and all action necessary to carry out any vote hereunder or take any other action relative thereto.<br><br>Bond Article 2/3 needed - Yes: 187 No: 54 | **$1,371,530 PASSED** |
| **ARTICLE 21:** | **LAKE AREAS INFRASTRUCTURE IMPROVEMENTS- SEWER & WATER LINE EXTENSIONS** | **$150,000 PASSED** |
| **ARTICLE 22:** | **TOWN OPERATING BUDGET**<br><br>Amended to add $128,993 - from $24,248,057 to $24,377,050 | **$24,377,050 PASSED** |
| **ARTICLE 23:** | **FUND CAPITAL PROJECT MANAGEMENT SERVICES** | **$96,000 PASSED** |
| **ARTICLE 24:** | **ESTABLISH EXPENDABLE TRUST FUND- SNOW MANAGEMENT** | **$60,000 PASSED** |

| | | |
|---|---|---|
| ARTICLE 25: | AUTHORIZE LEASE/PURCHASE AGREEMENT TELEPHONE SYSTEM UPGRADES | $12,453 PASSED |
| ARTICLE 26: | FUND PUBLIC WORKS DEPARTMENT UNION CONTRACT | $43,450 PASSED |
| ARTICLE 27: | FUND STATE EMPLOYEES ASSOCIATION OF NH UNION CONTRACT | $66,454 PASSED |
| ARTICLE 28: | FUND FIRE DEPT UNION CONTRACT | $93,181 PASSED |
| ARTICLE 29: | FUND POLICE DEPT UNION CONTRACT | $108,764 PASSED |
| ARTICLE 30: | FUND UNAFFILIATED EMPLOYEES COMPENSATION CHANGES | $57,333 PASSED |
| ARTICLE 31: | FUND KELLY LIBRARY EMPLOYEES' ECONOMIC BENEFITS | $26,982 PASSED |
| ARTICLE 32: | FUND KELLY LIBRARY EMPLOYEES' ECONOMIC BENEFITS | $1 TABLED |
| ARTICLE 33: | ADDITIONAL POLICE OFFICERS | $65,076 PASSED |
| ARTICLE 34: | OUTSIDE HUMAN SERVICES AGENCY ADD-COMMUNITY HEALTH SERVICES INC | $10,000 PASSED |
| ARTICLE 35: | OUTSIDE HUMAN SERVICES AGENCY ADD-ROCKINGHAM VNA & HOSPICE | $7,000 PASSED |
| ARTICLE 36: | REPAIR TAYLOR AND MILLVILLE DAMS | $92,000 PASSED |
| ARTICLE 37: | LANDFILL CLOSURE PLAN | $115,000 PASSED |
| ARTICLE 38: | UNDERGROUND FUEL STORAGE TANK COMPLIANCE | $107,900 PASSED |
| ARTICLE 39: | FUND SEWER LINE EXTENSION TO 34 POND STREET | $16,400 PASSED |

| | | |
|---|---|---|
| **ARTICLE 40:** | **AUTHORIZE THE EXCHANGE OF TOWN PELHAM RD CORRIDOR IMPROVEMENTS** | **$113,605 PASSED** |
| **ARTICLE 41:** | **AUTHORIZE THE EXCHANGE OF LAND FOR PRIVATE LAND TO ENABLE THE CONSOLIDATION OF TOWN SERVICES**<br><br>(Motion made corrected the identification of private land from Tax Map 91 to Tax Map 100) | **PASSED** |
| **ARTICLE 42:** | **AUTHORIZE SELECTMEN TO PURCHASE LAND IN THE SALEM DEPOT AREA**<br><br>Amended to add at end of paragraph "and further that the Board of Selectmen would conduct 2 public hearings before purchasing any land or buildings." | **PASSED** |
| **ARTICLE 43:** | **AUTHORIZE SELECTMEN TO PURCHASE LAND- 99 MAIN ST** | **TABLED** |
| **ARTICLE 44:** | **AUTHORIZE BOARD OF SELECTMEN TO LEASE TOWN SPACE TO TELECOMMUNICATION CARRIERS** | **PASSED** |
| **ARTICLE 45:** | **RATIFY TELECOMMUNICATION LEASE - HOWARD STREET TOWER** | **TABLED** |
| **ARTICLE 46:** | **AUTHORIZE LEASE OF TOWN LAND FOR COMMUNICATIONS TOWER-21 CROSS STREET** | **TABLED** |
| **ARTICLE 47:** | **PALMER FIELD LAND ACQUISITION** | **$120,000 PASSED** |
| **ARTICLE 48:** | **AUTHORIZE SALE OF TOWN LAND ON MILLVILLE CIRCLE** | **DEFEATED** |
| **ARTICLE 49:** | **RECREATION CAPITAL RESERVE FUND**<br><br>Amended from $250,000 to $125,000 Amended to read as follows to delete a sentence. "To see if the Town will vote to raise and appropriate the sum of $125,000, said sum to be added to the Recreation Capital Reserve Fund for purchase of recreation land." | **$125,000 PASSED** |
| **ARTICLE 50:** | **250TH ANNIVERSARY SUPPORT** | **$25,000 PASSED** |

| | | |
|---|---|---|
| **ARTICLE 51:** | **TOWN PROPERTIES BEAUTIFICATION**<br><br>Amended from $55,000 to $45,000 | **$45,000 PASSED** |
| **ARTICLE 52:** | **ROADWAY CAPITAL RESERVE FUND - SUPPLEMENTAL ROAD PROGRAM** | **$442,119 PASSED** |
| **ARTICLE 53:** | **CAPITAL RESERVE FUND - ROADWAY IMPROVEMENT PROGRAM (ARTERIAL RECONSTRUCTION)**<br><br>(Moved amended from $1,210,000 to $905,126) | **$905,126 PASSED** |
| **ARTICLE 54:** | **RESCIND MUNICIPAL BUDGET LAW AND REPLACE WITH BUDGET ADVISORY COMMITTEE**<br><br>Ballot vote - Polls open 1 hour Yes: 65 No: 180 | **DEFEATED** |
| **ARTICLE 55:** | **SIDEWALK TRUST FUND** | **$10,000 TABLED** |
| **ARTICLE 56:** | **SALE OF TOWN LAND: 104-109 HAVERHILL RD** | **PASSED** |
| **ARTICLE 57:** | **SALE OF TOWN LAND: OFF SOUTH BROADWAY** | **PASSED** |
| **ARTICLE 58:** | **SALE OF TOWN LAND: OFF LAKE STREET** | **PASSED** |
| **ARTICLE 59:** | **FUND EXTENSION OF SIDEWALK ON FRASER DRIVE TO BUTLER ST** | **$50,000 TABLED** |
| **ARTICLE 60:** | **FUND MAINTENANCE AND REPAIR AT FIELD OF DREAMS** | **$20,000 TABLED** |
| **ARTICLE 61:** | **FUND SALEM BOYS AND GIRLS CLUB** | **$12,000 TABLED** |
| **ARTICLE 62:** | **PAVE CARMAR LANE** | **$7,840 TABLED** |
| **ARTICLE 63:** | **FUND STREET LIGHTS ON LADY LANE AND GREEN HAVEN ROAD**<br><br>Moved to table with understanding that this would be paid for out of operating budget | **$288 TABLED** |

| | | |
|---|---|---|
| **ARTICLE 64:** | **FUND STREET LIGHTS ON BRADY AVE**<br><br>Moved to table with understanding that this would be paid for out of operating budget. | **$288**<br>**TABLED** |
| **ARTICLE 65:** | **INSTALL STREET LIGHTS ON GORDON AVE**<br><br>Moved to table with understanding that this would be paid for out of operating budget. | **$96**<br>**TABLED** |
| **ARTICLE 66:** | **CAPITAL RESERVE FUND - TOWN WIDE REVALUATION** | **$217,500**<br>**TABLED** |

THIS IS A TRUE COPY OF THE RESULTS OF THE 1998 TOWN MEETING HELD ON MARCH 14 AND 21, 1998.

ATTEST:

BARBARA M. LESSARD
TOWN CLERK

# OFFICIAL BALLOT
## ANNUAL TOWN ELECTION
## SALEM, NEW HAMPSHIRE
## MARCH 10, 1998

Barbara A. Lynch
TOWN CLERK

**INSTRUCTIONS TO VOTER**

A. To vote, complete the arrow(s) ⬅ ➡ pointing to your choice(s), like this: ⬅➡
B. Follow directions as to the number of candidates to be marked for each office.
C. To vote for a person whose name is not printed on the ballot, write the candidate's name on the line provided and complete the arrow
D. If you wrongly mark, tear or deface the ballot, return it to the ballot clerk and obtain another.

### FOR SELECTMAN
THREE Years — Vote for ONE

| | |
|---|---|
| MATTHEW CAMPBELL | 1093 |
| THOMAS D. EDEN | 1542 |
| (Write-in) | 19 |

### FOR TOWN MODERATOR
TWO Years — Vote for ONE

| | |
|---|---|
| LAURENCE N. BELAIR | 2363 |
| (Write-in) | 39 |

### FOR SUPERVISOR OF THE CHECKLIST
SIX Years — Vote for ONE

| | |
|---|---|
| SHEILA MURRAY | 2364 |
| (Write-in) | 8 |

### FOR BUDGET COMMITTEE MEMBER
THREE Years — Vote for TWO

| | |
|---|---|
| HARLEY G. FEATHERSON | 1722 |
| BRENDA SACK | 1860 |
| (Write-in) | 27 |
| (Write-in) | |

### FOR TRUSTEE OF THE TRUST FUNDS
THREE Years — Vote for ONE

| | |
|---|---|
| HARLEY G. FEATHERSON | 2067 |
| (Write-in) | 30 |

### FOR LIBRARY TRUSTEE
THREE Years — Vote for ONE

| | |
|---|---|
| MARTHA BREEN | 1655 |
| STEPHANIE K. MICKLON | 1037 |
| (Write-in) | 4 |

### ARTICLE 2
Shall the municipality approve the new charter recommended by the Charter Commission?

| | |
|---|---|
| YES | 1349 |
| NO | 1192 |

SEE SUMMARY
Column 2

## ZONING ARTICLES

### ARTICLE 3
Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the Floodplain Development Regulations by adding definitions, adding a new section on variances, and changing the effective date of the Flood Insurance Rate Maps.)

| | |
|---|---|
| YES | 1661 |
| NO | 965 |

### ARTICLE 4
Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would require a 20' wide natural buffer between wetlands and new structures, dwellings, and septic systems with certain exemptions.)

| | |
|---|---|
| YES | 2001 |
| NO | 740 |

### ARTICLE 5
Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the Road Impact Fee Ordinance's reference to a methodology.)

| | |
|---|---|
| YES | 1359 |
| NO | 1106 |

### ARTICLE 6
Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would redefine the 100' setback between industrial buildings or parking lots and residential land.)

| | |
|---|---|
| YES | 1666 |
| NO | 935 |

### SUMMARY OF PROPOSED CHARTER
This Charter will keep the current form of Town Meeting and Board of Selectmen with the additional provision of both official ballot and open [illegible] SPECIMEN [illegible] general [illegible] optional provisions of general law, collective bargaining, zoning and other balloting required by general law

Needs 2/3
### ARTICLE 7
Are you in favor of the adoption of Amendment No. 5 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone numerous lots of South Policy Street, Fairmont Road, and Point A Road from Residential and partly Residential-partly Commercial-Industrial B to Business Office II District.)

| | |
|---|---|
| YES | 625 |
| NO | 2199 |

needs 2/3 (851)

### ARTICLE 8
Are you in favor of the adoption of Amendment No. 6 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would limit the size of retail stores along North Broadway from Main Street to Dyer Avenue.)

| | |
|---|---|
| YES | 1683 |
| NO | 1103 |

### ARTICLE 9
Are you in favor of the adoption of Amendment No. 7 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would adopt a Personal Wireless Services Ordinance which includes definitions, siting and performance standards, and sections on bonding, removal of abandoned facilities, and enforcement.)

| | |
|---|---|
| YES | 1622 |
| NO | 906 |

### ARTICLE 10
Are you in favor of the adoption of Amendment No. 8 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would accept a Municipal District Ordinance for the Geremonty Drive/Veterans Parkway/Lawrence Road area which allows public facilities, schools, hospitals and other uses with various standards and restrictions.)

| | |
|---|---|
| YES | 1784 |
| NO | 906 |

TURN BALLOT OVER
AND VOTE BOTH SIDES

### ARTICLE 11

Are you in favor of the adoption of Amendment No. 9 as proposed by the Planning Board to the Zoning Ordinance and Zoning Map as follows? (This amendment would adopt a Senior Housing Overlay District which allows seniors housing, assisted living and congregate care facilities, nursing homes and similar facilities in certain districts with various standards and restrictions.)

YES

NO

### ARTICLE 12

Are you in favor of the adoption of Amendment No. 10 as proposed by the Planning Board to the Building Code as follows? (This amendment would rescind the 1993 BOCA National Building Code currently in effect and adopt by reference, the 1996 BOCA National Building Code.)

YES

NO

### ARTICLE 13

Are you in favor of the adoption of Amendment No. 11 as proposed by petition of the voters of this Town? (This amendment would increase the minimum lot size in the Rural District from one acre to two acres.) The Planning Board disapproves this article.

YES

NO

TURN BALLOT OVER
AND VOTE BOTH SIDES

### ARTICLE 14

Are you in favor of the adoption of Amendment No. 12 as proposed by petition of the voters of this Town? (This amendment would rezone several lots on Pelham Road from partly Rural-partly Industrial to all Industrial District.) The Planning Board approves this article.

YES

NO

### ARTICLE 15

Are you in favor of the adoption of Amendment No. 13 as proposed by petition of the voters of this Town? (This amendment would revise the intent, boundaries, and restrictions of the Business-Office I District, and to rezone a parcel on Cluff Road from Residential to Business-Office I District.) The Planning Board disapproves this article.

YES

NO

### ARTICLE 16

Are you in favor of the adoption of Amendment No. 14 as proposed by petition of the voters of this Town? (This amendment would adopt an Elderly and Congregate Housing Overlay District which allows multi-family structures and facilities for the care and residence of the elderly in certain areas with occupancy restrictions and development standards.) The Planning Board disapproves this article.

YES

NO

### ARTICLE 17

Are you in favor of the adoption of Amendment No. 15 as proposed by petition of the voters of this Town? (This amendment would adopt an Elderly and Senior Retirement District which allows single family homes and community facilities for the elderly and seniors with restrictions and which rezones a lot on Route 111 from Rural to Elderly and Senior Retirement District.) The Planning Board disapproves this article.

YES

NO

### ARTICLE 18

Are you in favor of the adoption of Amendment No. 16 as proposed by petition of the voters of this Town? (This amendment would rezone 3 lots on Main Street from Residential to Business-Office II District.) The Planning Board approves this article.

YES

NO

# TOWN OF SALEM, NEW HAMPSHIRE

| | |
|---|---|
| **EMERGENCY NUMBERS:** | |
| **Ambulance** | **911** |
| **Fire** | **911** |
| **Police** | **911** |
| **Crime Line** | **893-6600** |
| **Emergency Management Center** | **890-2210** |
| **DEPARTMENT NUMBERS:** | |
| General Information | 890-2000 |
| Board of Selectmen | 890-2128 |
| Town Manager | 890-2120 |
| Assessing Department | 890-2010 |
| Community Development | 890-2080 |
| Building Department (Permits & Inspections) | 890-2020 |
| Capital Projects Management | 890-2033 |
| Engineering Department | 890-2030 |
| Health Department (Permits & Inspections) | 890-2050 |
| Planning Department | 890-2080 |
| Finance Department | 890-2040 |
| Fire Department (Non-Emergency) | 890-2200 |
| Human Resources Department (Personnel) | 890-2070 |
| Human Services Department (Public Assistance) | 890-2130 |
| Police Department (Non-Emergency) | 893-1911 |
| Animal Control | 890-2390 |
| Public Works Department | |
| General Information | 890-2150 |
| Transfer Station | 890-2164 |
| Water Treatment Plant | 890-2171 |
| Cemeteries & Parks | 890-2180 |
| Purchasing Department | 890-2090 |
| Recreation Department | 890-2140 |
| Senior Citizens Center (Elderly Services) | 890-2190 |
| Tax Collection | 890-2100 |
| Town Clerk | 890-2110 |
| **OTHER IMPORTANT NUMBERS:** | |
| District Court | 893-4483 |
| Fuel Assistance | 898-8435 |
| Housing Authority | 893-6417 |
| Kelley Library | 898-7064 |
| Museum | 890-2280 |
| Field of Dreams Park & Playground | 893-6344 |
| **School Department:** | |
| Superintendent of Schools | 893-7040 |
| Barron School | 893-7067 |
| Mary Fisk School | 893-7051 |
| Walter Haigh School | 893-7064 |
| Lancaster School | 893-7059 |
| North Salem School | 893-7062 |
| Soule School | 893-7053 |
| Woodbury School | 893-7055 |
| Salem High School | 893-7069 |

**Town meeting se**

open session, an election a

The first open session of the

inclusive, after the last Monday i

those articles listed under IV, subpa

that wording prescribed by statute sh

the first session shall prohibit further a

submitted to the first session shall be plac

session has not acted upon before the secon

form.

The election and official ballot session shall be h

and official ballot session shall conform to the pr

requirements pertaining to absentee voting, polling p

The final open session shall commence on the first

session may consider any article not required to

limitation, articles to appropriate funds for

does not require to be on the official ballot sessio

oted by the official ballot session.

session.

**fficial ballot.**

tions.